Sales Management

THE MAGAZINE OF MARKETING

How to Lasso an Octopus— Dealing with Washington

It requires patience, fortitude and good sales sense. When bureaucrats are your prospects there's no substitute for a sound approach, presentation and close.

—See Page 37

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APRIL 15, 1948

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THIRTY-FIVE CENTS







THE CUSTOMER'S SHOES

Every man and woman connected in any way with the Ralston Purina

Company should see our talking movie, "The Customer's Shoes." It

should be a MUST. Ask your Chow salesman or one of our branch

mills when and where you can see it.

Then talk it up, but best of all, put those CUSTOMER'S SHOES on your own feet. Whether or not you see the movie, I'm dead sure you want to grow. That means that each one of us must get into you want to grow. That means that each one of us must do. Miswell-fitted Ralston Purina shoes. well-fitted Ralston Purina shoes. We want comfortable shoes that fit shoes mean grief and pain. We want comfortable shoes that will take us where we want to go.

I hope this talking movie will affect you as it did me. I'm determined that my CUSTOMER'S SHOES will make me step along more briskly to reach the highest possible goals.

Daringly, and with the CUSTOMER'S SHOES

Mayoutoute

Wm. H. Danforth Chairman of the Board RALSTON PURINA COMPANY St. Louis, Missouri

This is what Mr. Danforth has to say about a Jam Handy Picture

> The JAM HANDY Organization -for pictures that fit

VISUALIZATIONS . TRAINING ASSISTANCE . SLIDE FILMS . TELEVISUALS . MOTION PICTURES NEW YORK 19 WASHINGTON D. C. 6 PITTSBURGH 22 DETROIT 11 DAYTON 2 CHICAGO 1 LOS ANGELES 28

We printed

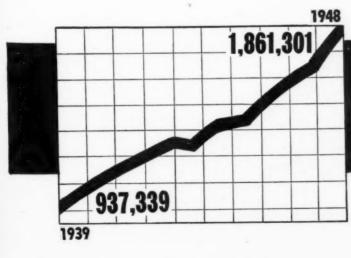
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WOMEN'S WEAR STORE ADVERTISING

Did your business double in ten years? Our women's wear store advertising linage did . . . jumped from 937,339 lines in 1939 to 1,861,301 in 1948 . . . a hop of 98.5%.

How come?

We doubt if the 115 women's wear store advertisers in Detroit placed that much advertising in our paper because of some notion.



No... we believe they gave the major portion of their advertising to the Free Press because it brought in more customers and made more sales.



The Detroit Free Press

Sales Management

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68 Pages-Latest Edition THE MILWAUKEE Sixty-seventh Year

5% COVERAGE

JOURNAL

68 Pages-Latest Edition THE MILWAUKEE

Sixty-severnth Year

50¢ PER LINE daily

JOURNAL

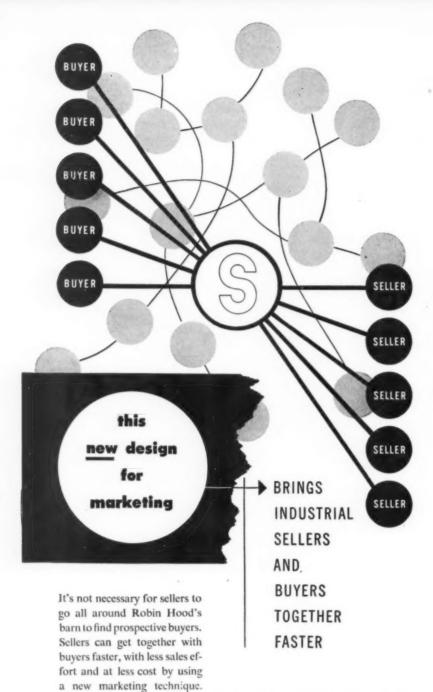
68 Pages - Latest Edition MILWAUKEE

ERICA'S BETTER ADVERTISING BUY Sixty-seventh Year

APRIL 15, 1949

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Here's how it works: Sweet's Service distributes your catalog to the handpicked organizations and individuals who represent the bulk of buying power in your market. Your catalog is distributed in a bound file (brought up to date each year) and is kept at buyers' fingertips at all times. It can't get lost, mislaid or misfiled. As a result, your catalog is used by more ready-to-buy prospects. This creates more selling opportunities for your representatives. Yet, the cost to you for catalog preparation, printing, filing and distribution averages less than 2¢ per page.

Wouldn't you like to have a Sweet's man give you the complete story?



Puts your catalog into the buyer's hands when he's ready to buy 119 WEST 40th STREET, NEW YORK 18, N. Y.



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April 15, 1949 Volume 62 No. 8



The best advertising is usually a mutual effortgenerated when the agency's ability is sharpened by the client's.

YOUNG & RUBICAM, INC. ADVERTISING

New York . Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

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New 1760; North C. E. hael, Barwick 34 Pa. 17.00.

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NT

Stability comes of many markets

Michigan farmers go fewer miles to market...

Here's how it works: The more market centers, the shorter the haul. The shorter the haul, the higher the farmer's profit. The higher his profit, the more he has to spend—and the more he can buy from you.

But Michigan's many markets are only one reason for its unique stability among "upper third" farm states.

Look at its many products-fruit, grain, live-

stock, poultry-a cash return all year 'round!

Still another reason for stability—years. Michigan was one of the pioneer farm states ... now it's a 530 million dollar market for your products. And the place to sell them is MICHIGAN FARMER—guide to Michigan farm families for more than a hundred years—read by four out of five today. That's 142,031 families!







"your best profit hedge in the farm market"

No farm area of equal size and wealth can match the stability of The Golden Crescent. It has greater age . . . more market centers . . . a larger variety of products. Served by MICHIGAN FARMER, THE OHIO FARMER, and PENNSYLVANIA FARMER, The Golden Crescent safeguards your profits through the ups and downs of the farm market. For further information write 1013-X Rockwell Ave., Cleveland 14, Ohio.

MICHIGAN FARMER, East Lansing

PENNSYLVANIA FARMER, Harrisburg

THE OHIO FARMER, Cleveland



so your sales dollar goes further!

The Human Side

THE UGLY FISH STORY

Ever hear of burbot liver oil concentrates? Or Burbot Liver Products, Inc., more recently renamed Rowell Laboratories? Probably not. That is unless you happen to get up around Baudette, Minn., 1,200 inhabitants, on Rainy River near Lake of the Woods with its 2,000 square miles of blue water. Rowell Laboratories is this Nation's most northern medical supply manufacturing house, just below a strange "ear" that juts out into Canada, Here's the story:

Ted Rowell, raised on the wild and wooded shores of Lake of the Woods, went to the University of Minnesota and in 1928 was graduated with a degree in pharmaceutical chemistry. He shortly opened a drug store in Baudette and was badly licked when it burned to the ground.

Somehow, however, he had learned a fact that was to mean fortune to him. Lake of the Woods teemed with an ugly fish, a fish that nobody wanted, a fish that looked like an obese eel, flat-headed and with whiskers. It was known variously as the burbot, the eel pout and the ling. Most people would take one look at it and turn away in disgust. But the burbot has one thing in its favor. It has an enormous liver for its size—a liver so full of vitamins that any burbot is practically a swimming vitamin factory.

The youthful Rowell knew that in Lake of the Woods there was an almost inexhaustible supply of burbots. He opened a tiny laboratory and began research; he found the way to extract valuable Vitamin A and D from the livers. He chose physicians, prescribing doctors, as his customers and the ethical way of sales. Last year his crews of fishermen brought to the dock on Rainy River more than 8,000,000 pounds of burbots.

Now, at the age of 43, he has 25 plant employes and ten salesmen and detail men calling on the drug trade. Somewhere along the road his doctor-customers began to ask for companion pharmaceuticals and he began to work with a supplier, the Monsanto Chemical Co., of St. Louis. Rowell Laboratories now produces such items as B complex and C, calcium phosphate wafers, aspirin and kindred drugs.

Ted Rowell is the mayor of Baudette. Due to his energy the village has a 24-bed hospital, an airport, modern water supply and sewage disposal. Ted owns a fine motor launch and enjoys hunting and fishing, with great enthusiasm. Just like the "big houses," he publishes a product catalog.

Baudette is about 175 miles northwest of Duluth, surrounded by miles of wilderness and nothing across Rainy River but the woods and waters of Canada. Ted says he wouldn't trade his manufacturing site for all the pavements in Chicago or all the smoke in Pittsburgh. He's happy with his ugly, profitable burbots, his business and his duck flyways.



PILLOW TO POST . . . meet Peter Pillow, a woodenheaded duck who will make housewives ashamed of the beat-up pillows on which they and the family lay their heads. Pete's introducing a new service up Boston way.

THE SAGA OF PETER PILLOW—

Unknown yesterday, nationally famous tomorrow! That's the destiny predicted for one Peter Pillow, "the fellow who never gets a bath."

Although Peter talks just like a man—sometimes—he's not a human being. Nor is he an animal. True, he has the head, feet and wings of a duck . . . but they're artificial. His body, strange to relate, is a common regular-size bed pillow.

Peter, or Poor Peter Pillow as he is officially called, had a coming out party in Boston the other day before the Sales Managers Club of the Boston Chamber of Commerce. After a dramatic entrance, carried in on a man's shoulders, he told, aided by a tape reproducer, a sob story of the terrible treatment he and his fellow pillows get from housewives.

"I'm a sad sack, all flattened out before my time," Peter "said." He related how the housewife punches and beats him once a week and for years and years never has done anything to relieve him of his indigestion, caused by germs, dust, broken quills and dried perspiration. He added: "I could be so happy and comfortable if I had a scientific Pilgrim bath."

Nelson K. Brown, sales manager of Pilgrim Laundry, which operates extensively in Greater Boston and sur-

A DOUBLE BARRELED AT SALES

PUTS YOU RIGHT ON THE TARGET in this Responsive Indiana Market

• Lay your sights on this rich \$2 billion-plus market where the people live as well, earn as much and spend as much as any in the world.

You bring the ammunition. The Star's 186,280 daily morning circulation and The News's 171,646 daily evening circulation will put it down where it will do the most good.

There's strength and industry in this land, vigor in the people. That's why advertisers placed a combined daily and Sunday total of 46,403,968 lines in The Star and The News in 1948 to reach them.

KELLY-SMITH COMPANY . NATIONAL REPRESENTATIVES

Indiana's first team...

THE INDIANAPOLIS STAR

and
THE INDIANAPOLIS NEWS

rounding territory, explained that Peter is an advertising and sales promotion "personality" for a novel new pillow cleaning service.

This service, Mr. Brown added, provides for cleaning the feathers in a pillow by steam and a series of air baths and putting them back into the laundered ticking, for \$1. If the customer can be sold on getting the feathers cleaned and put into a new ticking the price is \$2.50. By getting new ticking, the customer obtains practically a new pillow for about one-third the price of buying a new one.

Poor Peter first saw the light of day in advertising copy of the Monarch Laundry in Chicago some ten years ago. At that time he was merely a cartoon used in a limited way to dress up ads seeking pillow cleaning business. He did little or no "talking" then, even through "balloons." He was not hooked up closely with any specialized sales promotion and merchandising campaign. Came World War II and Peter was laid off, went into storage and became pretty much of a lost entity.

Peter was lucky ever to get another job. Some months ago Roy Lally of R. Lally Co., Evanston, Ill., national distributors of the "Aristocrat" line of pillow ticking, happened to hear about Peter in talking with an executive of the Monarch Laundry in Chicago. He thought Peter, who had been copyrighted by the laundry, might be used in some way in helping to boost the sales of the ticking nationally.

Pilgrim Laundry and Mr. Brown took up Peter's immediate future from there. One of the first thoughts

National Airport, Washington 1, D. C.

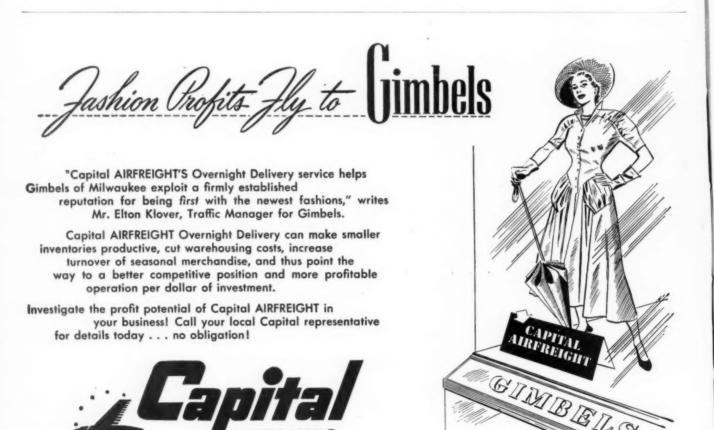
was: Why leave Peter as a mere cartoon? Why not personalize and dramatize him? A studio was given the task of making Peter a "personality." Through a tape recorder and amplifier he was given a "voice."

Before the Boston public heard anything about Peter, he secretly visited every department of the company's plants and its stores to try to get employes to become boosters for him. The exceptional interest shown in him by the employes, states Mr. Brown, strongly indicated the reception he was to receive from the public.

Peter also attended a number of meetings of Pilgrim salesman-drivers to inspire them to get behind him. Mr. Brown pointed out to them the possibilities of using Peter not only to interest regular customers in the planned new service but also to obtain new customers for this and other services.

Prior to the start of the new service a tremendous build-up for Peter began when his face appeared in a series of small teaser ads that ran for a week in the Boston *Herald* and the Boston *Traveler*. Next the Sunday *Herald* in a one-third page display ad portrayed Peter's unique self in copy headed "The sad story of POOR PETER PILLOW."

The advertising focused attention on Peter and brought a great many telephone calls from housewives who became convinced their pillows ought to be cleaned, also numerous requests that Peter make "personal appearances," since he was such a novel character. This he and his doubles are doing as fast as possible.



eter, any's come him

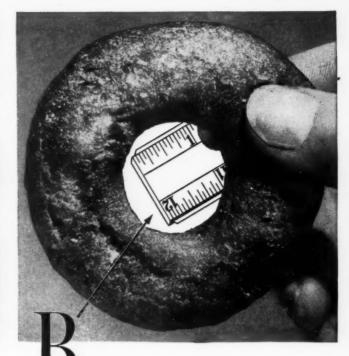
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Mr. Peter new ther

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Pacific Coast Network coverage on the basis of a plus market that—in reality—doesn't exist at all? Isn't it a little like paying for the hole in the doughnut...and isn't it time you asked yourself how much that hole is costing you?



roadcast Measurement Bureau studies—on a highly impartial basis—prove that each of the four networks on the Pacific Coast has at least 90% coverage of the *entire* market (ABC has 95%)...whether it's little Lemoncove in the Sequoias' shadow, or big Long Beach.



all in an ABC representative who has the WHOLE story on Pacific Coast network coverage...because we think it's a darned shame for anyone to pay extra for the hole in the doughnut. You'll learn some astonishing truths on the complete picture.

On the coast you can't get away from

ABC

FOR COVERAGE... ABC's booming Pacific network delivers 227,500 watts of power—53,500 more than the second-place network. This power spells coverage—ABC reaches 95.4% of all Pacific Coast radio families in counties where BMB penetration is 50% or better. And ABC's Coast Hooper for 1948's first 11 months is up 10% or more both day and night.

FOR COST...a half hour on ABC's full 21-station Pacific network costs only \$1,275. Yet you can buy as few as 5 stations for testing or concentration. And ABC is famous for the kind of audience-building promotion that helps slice the cost-per-listener.

Whether you're on a coast network or intend to be-talk to ABC

ABC PACIFIC NETWORK

NEW YORK: 30 Rockefeller Plaza · CIrcle 7-5700 DETROIT: 1700 Stroh Building · CHerry 8321 CHICAGO: 20 North Wacker Drive · DElaware 1900 LOS ANGELES: 6363 Sunset Boulevard · HUdson 2-3141 SAN FRANCISCO: 155 Montgomery Street · EXbrook 2-6544

A New Formula for



r Breaking Records

THREE years ago no one needed a formula. All you needed 1 then to break a sales record was something to sell, and it didn't matter much what.

But it seems that the law of supply and demand wasn't repealed after all. The shortages have gone and, with them, the easy pickings. Customers are rediscovering the word "No." And the voice of the salesman is heard in the land.

And it turns out—as it always does—that some people are better sales prospects than others. The ones with more eagerness and more vitality. The ones with more spendable dollars. The ones who read HOLIDAY.

With a circulation of over 800,000 and a readership well up in the millions, HOLIDAY is quantitatively a mass magazine. But qualitatively it is a *class* magazine (higher average income than any mass medium and more \$10,000-and-over incomes than any class medium). When you multiply mass by class, you get the kind of response that works like magic.

HOLIDAY's success at making sales and getting the trade all excited naturally results in more and more advertising. In the first quarter of this year, the HOLIDAY formula is making money for 387 advertisers. Advertising revenue is up 65 per cent over the record set in '48. That's a gain of \$288,781 and a space increase of 13,328 lines. That would be good any year. This year it's epic.

HOLDAY

he most massive class market in the world!

WHO PRODUCES 143 LOCAL LIVE PROGRAMS PER WEEK!



A SCRIPT WRITER









42 PROFESSIONAL RADIO PERFORMERS

WHO is of course proud of its network (NBC) live programming, which gives our audience up-to-the-minute, world-wide coverage of special events, as well as the talent of outstanding entertainers, etc.

Local live programming, however, is equally important. Local live programming gives our station individuality in its program material, individuality in its performers, and a greater opportunity for community and regional Public Service.

The illustration above shows some interesting statistics on our Programming Department. The results of all this manpower and all these carefully-planned locally-produced programs, however, are far more spectacular than the mere figures:

FIRST, many of WHO's locallyproduced shows get higher Hoopers than competitive network features:

SECOND, 42.4% of all the daytime radio families and 61.0% of all the nighttime radio families in lowa "listen most" to WHO, according to the 1948 Iowa Radio Audience Survey.

Write for the complete Survey—or ask Free & Peters, Inc.

WHO

+ for lowa PLUS +

Des Moines . . . 50,000 Watts Col. B. J. Palmer, President P. A. Loyet, Resident Manager



FREE & PETERS, INC. National Representatives

NEWS REEL



ALFRED N. STEELE

Elected first vice-president in charge of firm's sales and operations in the United States and a member of the board of directors of the Pepsi-Cola Co.



ROBERT FAEGRE

Appointed sales manager of the Paper Division of the Minnesota & Ontario Paper Co., was formerly assistant sales manager Mando Paper Sales Division.



ROBERT R. MOORE

Named divisional sales manager for the Easy Washing Machine Corp. with headquarters in Detroit, he is in charge of a newly formed division of the firm.



ROY BOSCOW

A former fleet sales manager and Western regional manager for Nash Motors, he has been appointed general sales manager, Magnavox Co., Chicago.



CARL W. McLAUGHLIN

Promoted to the position of general manager of the Blanket Division of Procter Electric Co., he had been sales manager for the company's new division.



MALCOLM R. RODGER

Named manager of the Crosley Home Laundry Section, Crosley Division, Avco Manufacturing Corp., will supervise Crosley's home economics program.



RICHARD W. CLARE

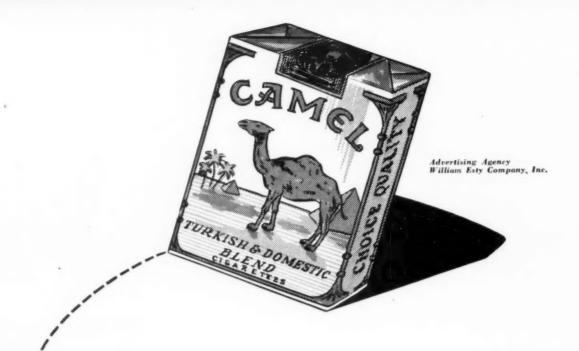
Sales manager for the past 10 years, is named manager of marketing in charge of sales, merchandising and advertising, New England Confectionery Co.



W. F. HINDERSCHEID

Named vice-president in charge of sales for Lee Tire and Rubber Company of New York, Inc., wholly owned subsidiary of Lee Rubber and Tire Corp.





throughout MICHIGAN....

Throughout ALL 8 BOOTH NEWSPAPERS

CAMEL MILDNESS

IS PROMOTED!

The R. J. Reynolds Tobacco Company of Winston-Salem, N. C., tells the story of T-zone pleasure through all eight Booth Michigan Newspapers. In that way, they let Michigan smokers know that Camels are mild, full flavored. That's the way to tell folks in Michigan about your products, too!

Here, in the Middle West is a big, steady market which you reach through the eight Booth Michigan Newspapers. Through them, you tell your distributors, dealers and customers the advantages and features of your

products. You get excellent coverage through Booth, with a total delivery to 386,630 homes, daily. These 386,630 families can be your customers, too!

For specific data on Booth Michigan Markets, call or write:

The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11

> Dan A. Carroll, 110 E. 42nd Street, New York City 17

BOOTH Michigan NEWSPAPERS

GRAND RAPIDS PRESS · FLINT JOURNAL · KALAMAZOO GAZETTE · SAGINAW NEWS JACKSON CITIZEN PATRIOT - MUSKEGON CHRONICLE - BAY CITY TIMES - ANN ARBOR NEWS

This... too ... is Toledo





MONROE COUNTY, MICHIGAN

...outstanding for its Paper Box Industries, Automotive Equipment Manufacturing and acres of Nurseries

The importance of industry in Monroe County, Michigan, is best emphasized by the fact that during 1948 it held the top spot among 18 Michigan industrial counties for average weekly wages paid.

For many years the city of Monroe has been a recognized paper and paper box manufacturing center. Today, ranking in importance is automotive equipment manufacturing. Monroe is the home of the world's largest manufacturer of ride control products.

Of commercial importance, too, is Monroe County's renowned nurseries, covering thousands of acres and known wherever home-lovers appreciate beauty in landscaping and in flowering plants.

...and this is the TOLEDO BLADE

Monroe County, Michigan, is one of the fourteen counties of Northwestern Ohio and Southeastern Michigan which form the prosperous Toledo Retail Marketing Area. Marketwise, "This.. TOO.. is Toledo."

The many fields of industry and neighboring agricultural areas, of which the prosperous Toledo Market is composed, must be served by journalistic leadership. The thorough coverage and intensive readership of The Blade justifies this need to make it "One of America's Great Newspapers." In it you get coverage of city and trading areas equalled by few, if any, papers in the entire country.

TOLEDO BLADE

One of America's Great Newspapers
—in One of America's Great Cities

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.
MEMBER OF AMERICAN NEWSPAPER ADVERTISING NETWORK

No. 79 in a Series



"Used to be just like that..."

"Lived next door for seven years. Kids went to the same Sunday schools, and we shared a cottage at the Lake two-three summers. Worked together on Community Chest drives . . . Why it was Jim who put me up for the lunch club!

"I thought he'd grab our proposition. But offering to introduce us to the purchasing agent was practically the brush! Jim used to be a fellow who'd go to bat for a friend!

"I don't know...maybe being a Big Shot really does something to a man..."

Being a Big Shot—a really big Big Shot, that is—in a big company, does a lot to a man.

He lives in a goldfish bowl, watched for habits, weaknesses, blind spots. His subordinates have specialized experience exceeding his own, may not be ignored or easily overruled. He suggests and requests, but rarely orders. He initiates, does not implement... the bond issue, and building—but the funds will be spent, construction carried out, by other people. He delegates as much as possible, shies off the hundreds of picayune details. And he favors nobody at the expense of his position, associates, stockholders.

So the time-honored recipe of the go-getter salesman—"Sell the man at the top"...is as

Shopping — her adventures . . . The woman shopper's attitude towards your product or business . . . Read "Your Sales are Her Adventures."

You're richer than you think...Now 93 of 100 business men haven't provided for enough death taxes—but shrinkage of estates can be prevented...Look for "The Heirs You Can't Forget," The old block doesn't chip . . . To understand how much inheritance and environment affect your children, read "Like Father, Like Son?"

Who wants socialism?...Ten major ways government redistributes wealth... See "Our Rising Welfare State."

And a dozen other articles merit close reading in the April Nation's Business.



impracticable as sled dogs on the desert. Once it worked, in the one-man, one-mind company—and never as well as its advocates claimed. Today, the man at the top of the big company is past being a prospect, figuratively and factually not at home to salesmen...The time to sell the man at the top was before he got there, when he could be reached and reasoned with, put up a fight for a better buy or a good friend!

Nation's Business has more "big shots" of business among its subscribers than any other business publication...goes as far toward selling them as any influence can, and farther than any salesman.

But the really big job Nation's Business does for any company selling to business...is with the hundreds of thousands of men on the way up executives in the smaller companies which in the aggregate are still the major business market... men in the smaller jobs who still make the decisions on heating plants, intercom systems, delivery trucks, office appliances, freight routes, group



policies, paper towels...men in the smaller cities which are still the headquarters of the majority of American industry.

Nation's Business is no office guide, shop manual, home study course... not the book for closing prices, bid and asked, who changed jobs, plugs and publicity releases...not a news vehicle. There is no lack of business news these days—but a devastating dearth of understanding of the real conditions that cause news.

Nation's Business takes the long view, looks ahead, reviews carefully and comprehensively the trends, forces, movements that make spot news tomorrow...points out the probable and possible, marks the open roads and stop signs. And when important news breaks, the Nation's Business reader is spared the high blood pressure and baffled mentality that makes snap judgments and business men old before their time.

And for what Nation's Business has to give... more business men pay more money than for any other business publication . . . and incidentally make Nation's Business more of a business market! . . . With 650,000 circulation, Nation's Business has more circulation than any other business magazine —more coverage for advertisers in every business classification, every locality, and every rating. And naturally the largest package of business prospects comes at the lowest cost.

Maybe you ought to know more about Nation's Business? Call any office...

NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND, SAN FRANCISCO AND LOS ANGELES

of

nd



"THE GOLD RUSH OF '49"

In 1849 it was California.
This '49 it's Fort Wayne.
Advertisers strike it rich
when they go prospecting
in Indiana's "Golden Zone"
of per family buying power.

100% merchandising cooperation in an ideal test market

The News-Sentinel

Fort Wayne, Indiana

Allen-Klapp Co. New York, Chicago, Detroit

SALES INCREASE 14.6%** ADVERTISING IS 5 TIMES AS EFFECTIVE**

When you use

Artkraft SIGNS

Certified 999/1000 perfect over a period of years. Used by America's leading merchandisers.

Artkr	aft	Sign	Con	np	an	ıy
Division of	Artkraft I	Manufa	cturi	ng		
1127 E VIDRY	Corporation	MA O	HIO	11	•	

- Please send, without obligation, details on Artkrait* signs and instructions on how to set up a successful dealer sign program.
- We are interested in a quantity of outdoor dealer neon signs.
- We are interested in a quantity of Porcel-M-Bos' t store front signs.

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NAME	**:**:***	
FIRM	***********	ï
CITY		R

QUALITY PRODUCTS FOR OVER A QUARTER CENTURY

* Trademark Reg. U.S. Pat. Off. ** Proved by actual audited re-



BY T. HARRY THOMPSON

The forsythia has forsythed, the crocuses have croaked, the robins have arrived in force, and that season to which most of us look forward each year as escape from snow and sniffles is happily upon us. And, for your reporter, not a minute too soon.

By now, the furor has died down, and we, the male of the species, still wonder why Salesman Truman was criticized for using merely the initials "S. O. B." when referring to a columnist. Many of us qualify, without argument.

Incidentally, Henry Wallace, a Berlitz graduate, could have put the whole phrase neatly into Spanish, and not an eyebrow would have been lifted: "Hijo-de-una-perra."

In the opposite camp, Governor Dewey also put his neck out with a certain group of the population by being seen "with a bourbon highball in his hand." He also used the word "bellyaching." Tch, tch!

All of which gives me an excuse to quote Reader Orville Reed, who observes that "There's a narrow margin between keeping your chin up and sticking your neck out."

Commercial Candor Dep't: Sign on a local car-lot reading: "New, Used, and Abused."

Improbable name for a column of helpful advice in a sales-bulletin: "The Succor List."

NIT—"What did the wrestlingfan call the Grand Canyon?" WIT—" 'Gorgeous Gorge'."

John Love sends a clip reading: "FSA Sets March 14 for Potato Hearing," and assumes a new species has ears as well as eyes.

Walt Zahrt, of Lansing's Station WILS, wonders if Forest Lawn should be advertised as a bier-garden or a bury-patch. Finally, he figures that Rita Hayworth's fiance may have to pay Alymoney.

While in the Wonder Dep't, Dick Dickson says a girl wonders who her husband will be, but a married woman wonders where hers is.

HEADLINE PARADE

Parlor, Bedroom & Math .- Subhead in "Pathfinder."

She took a cruise, but missed the boat!—Colgate Dental Cream.

Strong cases for soft drinks .- River Raisin Paper Co.

Telephone raceways in the modern manor.—Bell System.

Upside down . . . Downright good.—Cake made with Karo Syrup.

Hades & Jades.—Title of new book by Reader P. K. Thomajan. (The Tantalus Press, New York.)

Nocturne in cherry.-Willett Furniture.

Harry Mullinix, of Editor & Publisher, sends a slogan for Domino or Jack Frost: "The sweetest sugar ever sold."

mo

Sp

Sam Gibbon, president of Air-Shields, Inc., has a spaniel named "Kimmie" with panhandling habits. His daily routine: The bakery for two cookies, the butcher's for a chunk of round, the grocer's for some other tidbit. Recently, the people at the bakery were amused to see a handlettered tag on Kimmie's collar, reading: "Please don't feed me. My folks are raising heck."

"Are you overpaying Uncle Sam?" asks an article in *Better Homes and Gardens*. As they say on the radio, don't answer that!

The column's item about flavored flaps on envelopes brought a nice note from Myra Glazier, president of Sheppard Envelope, Worcester, saying it's old hat. Sheppard has flavored its flaps with a tangy mint for more than a quarter-century. In fact, gummed stickers challenge prospects to "Take the taste-test now!"

Thinking that perhaps the makers of long-playing records might like a more specific handle than "L-P," I coined the name *Maraphon*. Offered it first to my neighbor, RCA-Victor. No sale! Next, I tried Columbia Records. No dice! Any takers?

BBDD/Veusletter



MORE AND MORE American businesses—among them better than a dozen BBDO clients—are now telling their product and institutional stories in other countries. Media available include radio, minute movies and posters, as well as magazines and newspapers. Advertisement shown is one of a Spanish—language series for Du Pont, being seen in Latin America. Ad also runs in Portuguese.



NEW YORK . BOSTON . BUFFALO . PITTSBURGH . CLEVELAND . DETROIT CHICAGO . MINNEAPOLIS . SAN FRANCISCO . HOLLYWOOD . LOS ANGELES



BIGGEST SMALL BOAT news since the invention of the outboard is the Scott-Atwater SHIFT. When this new line of gearshift motors slid down the ways at the New York Boat Show, booklets prepared by BBDO Minneapolis were snapped up at the rate of 3,667 a day. Sales to distributors have had to be allocated. Response to first advertisements indicates a big shift to Scott-Atwater in '49.



CLIMAXING SUCCESSFUL test campaigns on the Pacific Coast and in Texas, initial national advertising for Glass Gloss will appear this month. To capitalize on its sponsorship by Bon Ami, the famous little "non-scratching chick" has been animated in the full-color announcement ads. Insertions are scheduled for Life and women's service magazines, backed up by radio and newspapers.



A BRILLIANTLY STYLED new car deserves exciting advertising, and De Soto gets it in this full-color magazine campaign. The theme—"The Car Designed with YOU in Mind"—is keyed to today's increasingly competitive market, and copy pulls no punches. Other media used include newspapers, posters, radio and television. Advertising for De Soto is prepared by BBDO New York and Detroit.

Prominent Users of Strathmore Letterhead Papers: No. 82 of a Series.



A new product developed for structural and decorative uses, Prest-Glass is light and flexible, yet, weight for weight, stronger than steel... doesn't shatter, can be nailed, cut with shears.

Does your letterhead do

full justice to your product?

Whatever your business...large or small, long established or new...it is important for your letterhead to express the quality and vitality of your firm. If your product is new, it is doubly important to make a good impression on your public from the start. Aware of this, like many other up-and-coming new firms, the Prest-Glass Corporation has chosen a Strathmore paper for its letterhead.

Does your own letterhead make the best possible impression? Does it immediately suggest quality, integrity, vitality? It may prove highly profitable to you to have your supplier submit new designs...on Strathmore's expressive letterhead papers.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Bond, Strathmore Writing.

STRATHMORE MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

Casler, Hempstead & Hanford, Inc. Bloomington, Illinois

Dear Harry:

Some time when you are gazing out into white space, the following bit may prove a way out:

> SALES PEP-TALK (Telescoped Version)

You so-and-so's! Why doncha? Everybody else is. I think you can. I know you will. Let's!

As you have probably guessed, the foregoing is "escape" writing . . . dashed off in the aftermath of quite a siege of more serious compositions.

Briefed down though it is, I think you will find every element associated with inspirational talks to selling-groups: 1. Customary deprecation of the status quo. 2. Belittlement by comparison. 3. Expression of faith. 4. Statement of hope. 5. And finally, the call to action.

This could well be a low-light in the high-lights of inspirational efforts. Kindest personal regards.

Sincerely,

John (Cullinan)

Having pioneered along so many lines, I wonder why Zenith Television doesn't try putting some color into the TV screen to make this greatest of all forms of home-entertainment easier on the eyes.

An exchange has a math-teacher saying: "Now, Jimmy, if you had \$2 in one pocket, \$3 in another pocket, and still \$4 in another pocket, what would you have?" Jimmy's answer: "Someone else's pants!"

The column is indebted to Fred Siegle of New York's Profile Press for "From Art to Zoo," 26 profiles in design. This newest keepsake-booklet is smart, sophisticated, refreshing . . . which is to say, up to Profile's high standard.

A quotation I like from the booklet is by Cardinal Richelieu, even though it should frighten us who write for a living: "Give me six lines written by the most honorable of men, and I will find in them an excuse to hang him."

Reader P. K. Thomajan made R. D.'s Spiced Tongue department with this briefie: "Habits: Traitjackets."

And our old friend Anon said: "The final test of fame is to have a crazy person imagine he is you."



Tobacco Prices Stay High Despite Slump In Other Commodities

Agriculture Department Says They Will Continue Good in 1949; Cigarette Consumption May Rise

From THE WALL STREET JOURNAL Washington Murray
UP A CESTMONTON TRANSPORT COMMENTS IN A COMMENTAL WASHINGTON WASHINGTON—Tobacco seems to be one current alumn. current slump.

Current slump.
In its monthly report, "The Tobacco Situation," the Agriculture Department announced that "most of the 1948 crop of tobacco has been sold at relatively high prices." The marsaid.

Flue-cured tobacco marketings, which ended Flue-cured tobacco marketings, which ended in December, brought prices averaging better than 49 cents a pound compared with 41.2 cents for the previous season.

Headlines and Headliners

"The timely information that The Wall Street Journal consistently carries is a great aid in our business. We pay close attention to the articles directly concerning the tobacco industry because of their complete and unbiased reporting. However, we find it vitally necessary to keep posted on all fields of business. That is why we consider The Wall Street Journal 'must' reading for a well-defined interpretation of business news."

Mr. McComas and 223,640 other leading executives compose the best-informed business audience in America, the readers of this only national business daily (net paid ABC circulation now exceeds 135,000). You may be assured that they will see your sales message in the advertising pages of The Wall Street Journal.

O. Tarker W. Comes

The Only National Business Daily . . .

Published at New York 4, New York 44 Broad Street
Dallas, Texas Young at Poydras Street San Francisco 8, California 415 Bush Street

is



Your budget may be in the millions...but it's still mighty important to know: "Where can I get the most out of my advertising dollar?"

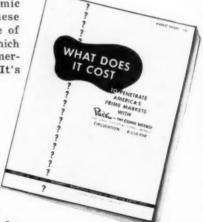
Here's a startling fact: One hundred dollars will deliver a smashingly big four-color advertising message to not less than 50% of all the 96,000 families in Santa Barbara, California; Hammond, Indiana; Lawrence, Mass.; Union City, New Jersey; Burlington, Vermont and Oshkosh, Wisconsin.

The medium that delivers so many families for so little money is Puck, The Comic Weekly, reaching, every Sunday, more than 18,000,000 adults plus millions of youngsters as well. The space is ½ page (952 lines) in full color. And your message will have the benefit of the impact and penetrating power of Puck's all-star cast

of characters which includes Blondie and Dagwood, Jiggs and Maggie, Tillie the Toiler, Little Annie Rooney, the Katzenjammer Kids, the Lone Ranger and many others. They evoke a loyalty and response unmatched by most stars of stage, screen or radio.

If you're guided by a "most-for-the-money" advertising philosophy, a booklet called "What Does It Cost?" tells in detail what it costs to pene-

trate America's prime markets with Puck, The Comic Weekly, and breaks these costs down for every one of the 750 Key Cities in which PUCK delivers intensive merchandisable coverage. It's yours for the asking...





THE COMIC WEEKLY

Read by more than 18,000,000 adults

The Only NATIONAL Comic Weekly - A Hearst Publication . . . 63 Vesey Street, New York; Hearst Building, Chicago

IN PITTSBURGH

you can buy the

BIG CIRCULATION





Salesmen are back to pounding the pavement and ringing the doorbells again, and they need all the "help" they can get. Give them the Post-Gazette "bonus" in Pittsburgh—the bonus of the BIG Circulation that routes your advertising as you route your salesmen to help sell the million central city people—and then travels beyond to sing the same selling song to the two million more who live in and around the 144 cities and towns of 1,000 to 75,000 population.

POST-GAZETTE

BY FAR THE LARGEST CIRCULATION OF ANY PITTSBURGH DAILY NEWSPAPER

Now 7 Days A Week!

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

ankles

he Coney Island-mirror distortions you see on some television screens can add alarming pounds to the prettiest girl you know. But it doesn't happen at CBS-TV.

ANKLES ARE SLIMMER HERE... because CBS engineers "stretch" them, to counteract the tendency toward widening effects on the TV screen. By the time you see them they're as pretty as they ought to be.

ACTORS ARE COOLER AT CBS...more at home...

because they don't fry in tropical studio temperatures, thanks to "cold light," also developed by CBS experts.

are slimmer on CBS

THE SCENE IS LIVELIER AT

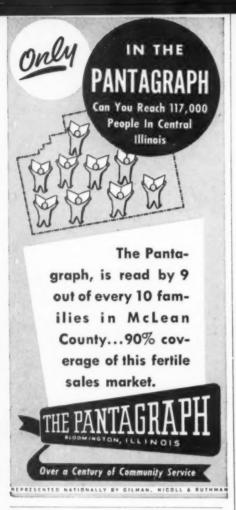
CBS...because backgrounds can be made more fluid and variable with rear-screen projection...another CBS-TV development.

AND PROGRAMS ARE BETTER ON CBS...built with the same skill, enthusiasm and care that have given CBS-TV its technical leadership. Indeed CBS is today the largest and most successful creator of package programs in television.

YOUR PROGRAM WILL DO BETTER ON CBS-TV

... the network with six of the top ten Hooper-rated programs, four of which are CBS package programs.







RIVER RAISIN PAPER CO.

DISPLAY DIVISION . MONROE, MICH

BULLETIN BOARD

What The FTC Is Up To

Congressional sponsors feel pretty confident that their proposed moratorium on FTC's basing point cases will be enacted. But, FTC itself has indicated that even under the moratorium, it may be able to prosecute exactly the same cases it prosecutes now.

The Commission seems to regret its victory in the Indiana Standard Oil case, which eliminates "meeting competition" as a sure defense in discrimination cases. Its spokesmen tell Congress that perhaps the law should be changed in this respect. But, meanwhile, it will press for victory as the case goes to the Supreme Court for decision.

A basing point moratorium brings up discussion in Congress of holidays from other FTC regulations. Erwin Feldman, Counsel of the National Association of House Dress Manufacturers, raised the question at the Senate hearing on basing points with respect to discrimination cases that may arise in providing advertising allowances.

If you advertise in a paper that is widely circulated, he brought out, you may have to also finance ads in out-of-town papers. (FTC's use of the term "trade area," as described recently in this column in SALES MANAGEMENT, seems to support this theory.

FTC lawyers themselves look to a flock of proposed holidays from regulation.

Some of the cosmetic makers object to a section in the proposed salescode allowing substitute services to stores which, for one reason or another, can't be supplied with demonstrators.

They are afraid of being held up for all kinds of substitutes, which retailers' trade associations would dream up.

FTC's probe into the advertising of Zenith Radio, promoting a receiver that, it claims, won't be outmoded by higher frequencies, is reported to entail these points:

1. Do tests show that the instrument does, in actual fact, do what is claimed?

2. Are other sets being disparaged unfairly?

The second point, perhaps, would require FTC to query FCC, which must sometime decide what to do about allowing higher frequencies, or investigate the availability of a set converter currently being developed by RCA.

Congress and Marketing

Commission salesmen are expected to be brought into Social Security under the Doughton bill. The bill contains one paragraph bringing them back as independent business men and another nullifying the Congressional resolution that eliminated them last year.

The first method mentioned is considered the more likely to go through: the second would run into opposition from companies complaining that, under the old rule, they had to pay payroll taxes on people not in their employ.

The revised Labor Standards bill, which exempts retail stores with a gross below \$500,000, is criticised in Congress on just that point.

Wouldn't it be sounder, Congressmen ask, to base the exemption on number of employes? The proposed rule would bring a pretty small jeweler under the act and exempt a pretty big laundry. Since the Act deals with employes, the constitutional basis for an exemption grounded on income is also being questioned now.

Commerce Plans New Studies

Late this summer, Commerce will publish "Dry Goods Wholesale Operations," which, it is said, will prove one of the most comprehensive surveys of its kind—covering buying, selling, storing, delivery, etc. One section will detail salesmen's compensation, traveling expense and size of their territories. The author's conclusion is that the wholesale houses try to cover too much ground: profits



That's why HOME-DELIVERED circulation, with its family readership, is of paramount importance in the Detroit market. And that's why most national and retail advertisers who realize this market's characteristics, consistently place most lineage in The Detroit News, which gives you the largest A.B.C.-recognized home-delivered circulation of any newspaper in America!

432,112—total weekday circulation—again the highest weekday circulation ever attained by any Michigan newspaper.

of their own homes.

543,643—total Sunday circulation

A.B.C. figures for 6-months period ending September 30, 1948:

· First in total advertising lineage in Michigan-4th in the United States.



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MOTION PICTURES

SLIDEFILMS

TELEVISION COMMERCIALS

for

SELLING . . . TEACHING . . . TRAINING

Complete Studios and Modern Laboratory

ATLAS FILM CORPORATION

1111 South Boulevard

EST. 1913

Oak Park, Illinois

Write for booklet "Producing Your Film"

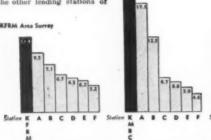
Listeners In Kansas City's Primary Trade Area

VOTE FOR

7he KMBC-KFRM 7eam

The first Area Radio Study of The Kansas City Primary Trade Area shows The KMBC-KFRM Team far in the lead of all broadcasters heard in the area. Made in the fall of 1948 by Conlan & Associates, this study is believed to be the largest coincidental survey of its kind ever conducted. Factual data of the survey of more than 100,000 calls is published in three books.

These graphs illustrate the percentage of total audience of KMBC and KFRM, as determined by the Conlan survey, in comparison to the other leading stations of the area.



The KMBC Area Study proves KMBC is the most listened to station (daytime) within an area of slightly over 100 miles of Kansas City! The KFRM Area Study proves KFRM is the most listened to station (daytime) in Kansas within KFRM's half-millivolt contour! (KFRM is a daytime station).

The KMBC-KFRM Team is the only single Kansas City broadcaster delivering complete coverage of the great Kansas City Trade area. The Team provides the most economical circulation an advertiser can buy to cover this huge, important area.

K M B C



Programmed from Kansas City

OWNED AND OPERATED BY MIDLAND BROADCASTING COMPANY

come from cultivation of the nearby markets and expenses from long salesmen's trips. More control of salesmen's territory will be advocated as a corrective.

This study was sponsored by The Wholesale Dry Goods Institute, which paid a large part of the cost. Other industries are welcome to propose similar research. They should get in touch with the Distribution Unit.

Charles H. Sevin, who recently wrote the Department's popular, "How manufacturers reduce their distribution costs," is embarking on a like survey covering retailing. He will take up such issues as whether to concentrate on a few high-selling brands or to carry everything.

Agriculture Studies Markets

Men's attitudes to use of cotton, rayon or wool in buying shorts, suits, etc., are tabulated in Agriculture Department's "Men's Preferences Among Selected Clothing Items," available free from the Bureau of Agricultural Economics.

The results of the consumer preference survey will be used:

- 1. For promotion of the "four out of five men prefer . . ." type.
- 2. Taking stated reasons for not liking a given material and either meeting the objections in the laboratory or, if that is unnecessary, gearing promotion to answering complaints.

Bureau recently published a more detailed study, "Potato Preferences among Household Consumers," available from the Bureau. The pamphlet is being used to steer methods of packaging, etc.

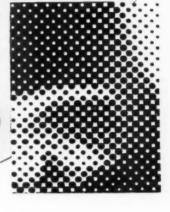
Among research contracts recently let by the Department for marketing studies are:

Harvard and University of Chicago, \$35,000 each, for regional studies of market structures, elasticity of the demand for farm products, etc.

Cornell, \$20,000, to develop consumer education service, providing material on supply, prices, food values, etc.

Western Weighing and Inspection Bureau, \$2,500, to collect data on losses in rail transport caused by bad packaging, loading, etc. For the margin of difference that distinguishes your printing.

Pick the paper that's Pick-Resistant





Levelcoat papers are made in these grades.

Trufect*, Multifect* and Rotofect*.

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN

One test of a fine printing paper is its ability to reproduce brilliance and depth in either monotone or multicolor. That's where pick-resistance counts . . . and where Levelcoat* printing papers excel. For in Levelcoat, a special combination of coating materials and base stock provides pick-resistance to an exceptional degree. Add this important printing quality to Levelcoat brightness . . . smoothness . . . runability. You then see why, in choosing any printing paper, it's wise to look at Levelcoat. And to pick the paper that's pick-resistant—for that margin of difference that distinguishes your printing.

^{*}T. M. REG. U. S. PAT. OFF.



"Give light and the people will find their own way"

GIVING LIGHT-FOR ADVERTISERS TOO!

The same light-giving policy that has kept The Cleveland Press and Scripps-Howard newspapers deep in the hearts of the people has long provided a similar service for advertisers, too.

Repeated Home Inventories, Grocery Distribution Studies, New Car Sales Analyses, Liquor Sales Analyses, and now the continuous Cleveland Consumer Panel—all are examples of light-giving uous Cleveland Consumer Panel—all Press.

Giving light for readers has produced a ready-to-buy audience for your sales message—assuring quick and positive results.

Giving light for advertisers gives you a quick and positive measurement of these results.

You can't miss in The Cleveland Press.



increase your share of booming Southern electric sales

Electrical South can help you get wider distribution, more point of sale action

Leading manufacturers have proven that the way to up Southern volume, and hold it, is to hammer everlastingly at the small-town trade. Logical, because 76% of the population down South is in rural areas and in communities of 25,000 and under.

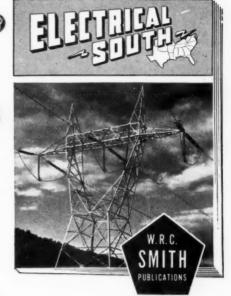
Human nature being what it is, the typical Southern small-town dealer enjoys a neighbor-consumer relationship which enables him to recommend your product—or another's—and make it stick.

In this big-volume segment of the market, you need consistent, over-all coverage. Electrical South, alone, enables you to reach practically ALL the worthwhile outlets in these important small-towns. In addition, it provides the needed big-city coverage. Circulation is 12,000 ABC monthly.

Schedule Electrical South for immediate space. Use it to sell all branches of the industry throughout the South and Southwest-dealers, jobbers, utilities, REA co-ops, small-town contractor-dealers. Business is good—get more of it!

ELECTRICAL SOUTH

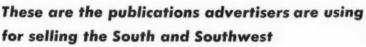
806 Peachtree St., N. E. Atlanta 5, Ga.



More than one-third U.S. gain in electric output last 4 years in South & Southwest

Over 2 million additional wired homes in the South and Southwest since 1943

Over 40% of the nation's electrified farms are in the area covered by Electrical South



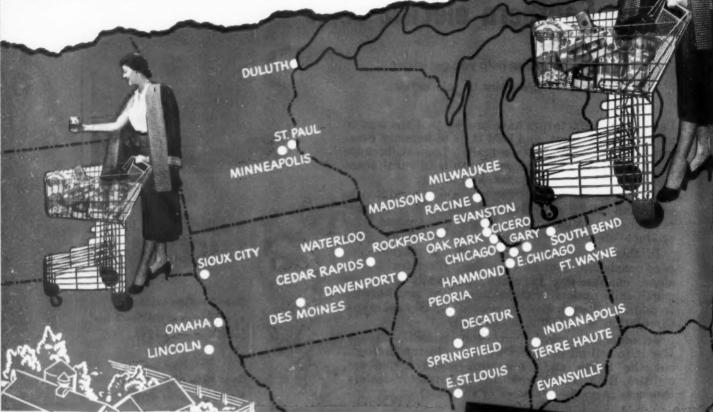
Because it is a vast region of small cities and widely spaced metropolitan centers, advertising which merely hits the high spots down South cannot possibly tap the market's full potential. Intensive regional coverage is necessary. In their fields, the Smith Publications are dominant; can be of measurable assistance to you in expanding your Southern and Southwestern sales in 1949. For detailed information on the markets served, your inquiry is invited.

W. R. C. SMITH PUBLICATIONS

806 Peachtree St., N. E. Atlanta 5, Ga.



Here's a greater market for FOOD than these 30 cities combined!



Get your share of the

Amazing market fact! Farmers in the Midwest 8 states buy more of 16 packaged foods than do all the families in the 30 biggest cities in these same states! Here's dramatic proof of the importance of this rich market -a market that can be sold all in one piece with the five locally-edited papers of the Midwest Farm Paper Unit. Investigate without delay! Your dealers prefer to have the products they sell advertised in these locally potent papers.

Midwest offices at: 250 Park Ave., New York • 59 East Madison Street, Chicago • 542 New Center Building, Detroit • Russ Building, San Francisco • 645 South Flower Street, Los Angeles

Packaged Food

FARMS VS 30 BIGGEST CITIES IN EIGHT MIDWEST STATES

Packaged Food	PEI FA	ONTHLY PENDI. TURE FARM MILY	TURE PER CIT FAMILY	EXPEND	TURE	MONTH: EXPENDITUR FOR 2.064.25 CITY FAMILIE
2. Pancake Flour		196	\$0.214	\$1,502,	197	-
3. Specialty Flour	0.0		0.041	112,3		\$441,750
- Cocoa			0.014	54,8		84,634
5. Chocolate Syrup	0.0		0.035	78,1		28,900
Syrup			0.024	63,04		72,249
7. Molasses & Sorgh	0.51	_	0.142			49,542
8. Cake Trimmings, Frostings	om 0.05	8	0.015	796,32 79,49		293,124 30,964
9. Baking Paul	0.01	-	0.007	19,189	THE PERSON NAMED IN	
Baking Sad-	0.040		.014	54,825		14,450
. Yeast	0.016		009	21,930		28,900
12. Corn Starch	0.092	0.	009	126,097		18,578
13. Pectins	0.019	0.0	008			18,578
14. Rice	0.029	The state of the s	113	26,042		16,514
15. Cereals	0.054	0.0	Name and Address of the Owner, where the Owner, which the	39,748	- 2	6,835
To-Be-Cooked		-	-	74,013	7	2,249
16. Cereals, Ready-To-Serve	0.234	0.10	0.5	320,725		6,747
Note: In hulk 4	0.724	0.35	7 9	92,327		020

In bulk foods the same farm buying leadership applies to Frozen Fruit, Canned Milk, and Honey.

e: Red and Green Dollar Food Study, Midwest Farm Paper Unit, Inc. 1940 Census. Free copy on request.



SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending April 15, 1949

A SPRING PICKUP

One month was just like another month during the period of wartime and post-war shortages. Gone were the normal seasonal fluctuations. But now, according to the National Industrial Conference Board, the seasons are beginning to make themselves felt again.

The importance of the slide in the first quarter was magnified in the minds of many businessmen because they had forgotten the normal curves of business. For example, the Federal Reserve Board's production index of furniture dropped ten points in January. That sounds bad—but if we are to assume that the same seasonal adjustments as before the war are in order, the January production index for furniture would have moved up eight points instead of down ten.

A Spring pickup in business is noted by many companies in varied lines. Bell & Howell reports that recent orders for cameras are running a third higher than the average for 1949 to date . . . Yale and Towne, whose end-of-the-year order backlog had dwindled to 30% of a year earlier, finds new bookings for materials handling equipment 10% above last year . . . The Silex Company reports an upward trend . . . International Harvester's March farm equipment sales topped March of 1948 by 10%, while Oliver Corporation shipments were above a year ago, and Minneapolis-Moline had its biggest March sales in history.

The business services seem to be in agreement in predicting that manufacturers and distributors of consumers' goods will find a better level of demand this year in agricultural areas than in urban areas, because the farmer's position is very strong despite price declines, and the pick-up in farm employment will probably be fully seasonal.

NO SUCH THING AS SATURATION

Speaking of the tremendous capacity of the American public to absorb new products, Ben C. Duffy, president of Batten, Barton, Durstine & Osborn, Inc., made the flat statement, "There is no such thing as saturation."

Take automobiles as an example. Saturation certainly isn't in the immediate future. Nearly 13,000,000 passengers cars on the road today are ten years old or older. The average age of all cars in use is nearly nine years; it was only five and one-half years in 1941. And the country's population has grown by 13,000,000 since then.

Millions of people still want and need new cars. Each price reduction translates a lot of wants and needs into effective demand by bringing new cars within reach of more customers. And, as the New York World-Telegram points out, "If industry and labor work together to lower production costs—not by lowering wage rates but by raising output per man per hour—more price cuts will be possible, and that will mean still more customers for new cars."

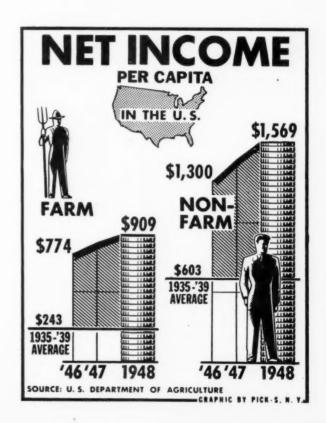
Gerald Carson, vice president of Kenyon & Eckhardt, Inc., calls attention to the trend which always seems to

follow war,—that being the desire of people for self-improvement. This brings out new products, but the success of these new products is not at the expense of old products.

As Mr. Carson says, "Did such a successful new publishing formula as True Story magazine and its well-publicized 'wage earner' market represent a subtraction from the women's monthly service magazines? Not at all. A new public emerged. New people, with new dollars, on the way up in the world. They wanted better jobs." And speaking of the rise in tabloid journalism after the first world war, he adds, "Did the millions of readers gathered in by the New York News and Mirror come off the circulations of the New York Times or Herald-Tribune? The answer is, they didn't. A new public emerged."

As we travel around the country and see how many millions of homes need more and better things, we can't help but realize that there is no valid excuse for a saturation point.

But to translate needs and wants into increased factory production calls for a lot more selling. President Ruthenburg, Servel, Inc., points out that the manpower available for selling gas appliances is wholly inadequate to take full advantage of the existing market potential—that the gas industry never had such an opportunity to stress economy as a selling theme, but the public utility sales forces for gas appliances must be increased from the 1,500 now at work to at least 10,000 salesmen "actively ringing doorbells."



2.064,253

FAMILIES

34,634

8,900

2,249

2,542

,124

964

450

78

78

14

15

LOW ADVERTISING EXPENDITURES

W. L. Lyons Brown, president, Brown-Forman Distillers Corporation, says, speaking of the distilling industry, "Advertising expenditures have not kept pace with increases in consumption. On a per case basis, advertising expenditures for the industry as a whole reached a high in 1935, and the industry has not yet returned to this level. In other words, the industry is spending less on advertising per dollar of sales and per unit of sales."

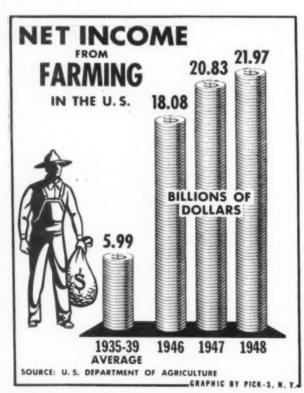
What Mr. Brown says about the distilling industry is definitely true of the food industry, as revealed in a recent SM Pictograph based upon studies by A. C. Nielsen. What about your company? Your promotion expenditures probably are much higher in dollars than they were before the war, but when translated to terms of per dollar of sales or per unit of sales, are they higher—about the same—or considerably lower?

TODD'S SALESMEN ARE DIRECTORS

With the addition of three new directors to the board of the Todd Company, Rochester, N. Y., exactly half the Board is composed of sales executives, former sales executives, or salesmen. Elected at the annual meeting recently were three branch managers. Included among the 11 men with sales backgrounds in the 22-man board are three former general sales managers, the present general sales manager, two assistant general sales managers, the leading Todd salesman and a retired branch sales manager.

WILL T. V. CHANGE OUR HABITS?

A New York economist has just completed a rather exhaustive survey of the probable economic effects of television, and he finds that when people sit home to watch it in the evening, as they are beginning to do, they don't spend so much money on clothes, theaters, night clubs, automobiles, books and a host of other products. He thinks that television will remove the wheels from under us and make us a nation of stay-at-homes.



We doubt that. Television does make a big change until the novelty wears off. A survey just completed by Dr. Thomas Coffin of Hoffstra University in the New York area discloses that after one year, a television set owner begins going to the movies more frequently. The decline in movie attendance among those who have owned sets for less than one year is 36%, while the decline is only 23% among those owning sets for more than a year. Incidentally, he finds that television ownership is growing so rapidly in the New York area (40% of the nation's total) that if there is no interruption of television's normal growth by war or other unpredictable circumstances, at least 90% of New York's homes will have television within five years.

AUTOMATIC SALESMEN

One of the biggest post-war increases has come in the vending machine industry, and a striking example is to be seen in the corridors cutting through and bounding New York's Grand Central Station. Out at LaGuardia Field, the Port of New York Authority realized a gross profit of nearly \$500,000 from automatic vending machines in 1948; and in the future the operating body expects that between 60 and 70% of its income will come from such non-flight revenues. One type of machine alone used at LaGuardia earned \$214 per square foot last year, while a total of 470 coin slots in a variety of machines is now maintained. One machine selling nylon stockings sold 1.000 pairs last month; Harry W. Alexander states that one company alone last year sold \$150,000,000 worth of cigarettes through vending machines. He attributes growth of the industry to a workable slug rejector, an automatic change maker, and a printing recorder which operates within machines to record transactions.

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WHO SUPERVISES ADVERTISING?

A poll conducted by the Association of National Advertisers among its members indicates that among these largest advertisers about one half of the advertising executives report to the top sales head, and the other half to "President, Owners, Board, or Executive Committee." (The chief sales executive is a member of the majority of boards and executive committees: SM Editor's note.)

In the tabulation that follows, SM assumes that when the head of advertising reports to a plain "vice president" the latter is interested primarily in sales. Obviously few if any advertising directors or managers report to a vice president who is immediately concerned with production or finance. Executive vice presidents (12) also are included. The man in charge of advertising reports to:

TOP MANAGEMENT

Owners, president, board, executive committee		131
TOP SALES HEAD		
Sales vice president	66	
General sales manager	42	
Vice president	30	138
OTHERS		
General Manager	5	
Controller	1	
Others	2	8
		277

PHILIP SALISBURY Editor

How to Lasso an Octopus— **Dealing with Official Washington**

BY JEROME SHOENFELD Washington Editor, Sales Management

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With Jerry Shoenfeld's coaching you'll be able to fish in deep waters without fouling your line. It requires patience, fortitude, good sales sense. When bureaucrats are prospects don't forget approach, presentation and close.

Probably it is your lot to have to "deal with Government." Everybody does. These recommendations on how to do it are based on the opinions both of Government officials and of men whose business is persuading officials. On all but a few points of advice, there were opposed schools, both of which seemed to be right. Their opposite techniques equally useful, but applicable at different times.

On only one thing everybody agrees: You never "deal with Government." The reason is simple: There is no such thing. There is only a collection of agencies, for the most part indifferent to each other; within each agency there are subordinate agencies and finally people. Some Government officials, incidentally, write memos about "dealing with industry" when they mean having lunch with Mr. So-and-so, sales manager of the ABC Company. It wouldn't occur to them that the men they lunch with imagine that they are "dealing with Government."

The first thing to do is to find out whom you must deal with. The object of your search is always a person, not an institution. In practically every case, with exceptions to be taken up later, you want the man of lowest rank who has the power to do what you want done. Unless he has been persuaded, your mission has probably failed notwithstanding the cheery promise of a Cabinet member.

If you are not in Washington, the simplest way to find him is to write to the head of the agency or its general counsel. If it is a commission without a single chief, your first inquiry usually goes to the counsel. In this letter do not state your case too precisely if it is controversial. Ask who handles whatever it is that must be handled, giving enough information to identify that man. It doesn't hurt to possess the "United States Government Manual," priced by the Government Printing Office at \$1, which lists the names of supervisory officials.

Many businessmen by habit "go to the top." The rule about starting low may go against the grain. There are, indeed, times for seeing the boss, but not many. During the war, hundreds of businessmen used to visit Washington daily. They asked OPA for price exceptions and WPB for more materials. Usually they were sent to see an earnest young man or woman who obviously had never met a payroll and who irritatingly asked for more information and for proofs. At that time there were floating about the capital several dozen fixers who for fees arranged introductions to the top men who could have been seen directly without intermediaries.

Tea-Table Talk

The top man, who rarely will be intimately acquainted with the precise point at issue, will exchange friendly generalities and may even commit himself to help you. Such commitments by higher-ups must be appraised at discounts. More than once, Cabinet members, not to mention presidents, have promised things that, as they later discovered from underlings, confiicted with precedent or policy.

Now it may be that the man who handles your case is rated in Government language as a "P-6" getting around \$6,000 a year and that you are the head of a multi-million company. You exude wealth and authority, which, for all your effort, would make it impossible to deal on equal

terms with the P-6.

In that case, find among your subordinates the proper technical man. Your man and the Government's, both of them being statisticians or experts in some chemical compound or a new housing material, should fall into the technical camaraderie of people who talk the same precise, unintelligible language. Together they will explore, hunting for objections to your proposal and the

ways to meet them.

It may be that the Department already is committed in print and can't do what you ask without seeming to reverse itself. In that case, the top man too must be visited. But it is best that the ground be prepared beforehand by the technical people. After all, when the Secretary of State negotiates, he has his underlings first "lay the technical groundwork." In such a situation, your subordinate should tell his opposite number in Government that you are seeking an appointment with the Secretary. He should ask the official for a briefing on how to deal with the Secretary.

More Rules

In seeing the Secretary, there are some additional rules. Mention that you've been in touch with the Department's experts who, you believe, can deal adequately with the matter if given the authority-if, that is, you actually believe they can. You should compliment their work unless-and this is vital—three or four competing officials are involved. Then invidious praise for one may offend the others.

Cultivate the Secretary's secretary. Usually she is highly competent. She knows the Department's business. Some of the things you want the Cabinet member to do, she can do and is flattered to be asked. If she doesn't like you, she can put your letter at the bottom of the stack.

Whether dealing with the Secretary or an underling, do not offer your own pat solutions. If you want to see a ruling promulgated, don't have your lawyer write something, which you then slap down on the desk, exclaiming, "Here it is." You take out your version tentatively, with some such words as these:

"I wanted to get my own ideas into as precise a form as possible and so had our lawyers cast it as a ruling. Maybe you can make something of it.

It is fairly well agreed that, on the average, Government people tend to think politically the higher their rank. The technical men, civil service employes, look forward to serving



"No, I'm not his secretary; I just come out and say, 'Temper, temper' to you businessmen!"

whatever Administration is in power and are annoyed by show of political pull; higher-ups with more powerful but less permanent jobs sometimes expect it. It's a faux pas either to exert pull where it is not important or to overlook it where it is.

to overlook it where it is.

Sometimes finding "the" right man is impossible because there are two or three. One Government man insists that in such circumstance you can only throw in the towel.

"If two people handle the job," he explains, "nothing will be done. You might as well give up. I've been in that position. I'm asked to do something. If I do, my competitor will criticize me. He won't do anything either; he's afraid of me."

However, as you consult with the technical man, ask him bluntly whether he or his superior can do what you want or whether some other agency also is interested. If he names somebody else, ask whether he would object to your also visiting that man. Solicit advice on how to deal with this other man, forming your own judgment on the soundness of the advice. If you do find yourself competing with competing agencies, the highest demand will be placed on your sensitivity of touch. It will be your obligation to keep each side informed of your dealings with the other without either violating confidence or seeming to.

All of the above assumes that you are dealing with reasonable and cooperative officials. Usually you will. But there are some who, for reasons that possibly lie in their early infancies, are simply malicious. This is an unusual type: you can only bring your case to his superior. In doing so, you don't complain; instead you say, "Mr. A and myself couldn't get anywhere on this. May we ask your help?" If you've accurately sized up Mr. A, his superior will have had similar trouble before and will go along. If irritation caused a false diagnosis, your mild approach may prevent other troubles.

Worst Fault

Malice, dislike for businessmen, fantastic ideologies, etc., are rare. You probably won't meet any of them. You are much more likely to run into a trait even more annoying—timidity. You will take this up with the higher authorities. How you say that—as an appeal for briefing or a threat—depends on your appraisal. Some experts recommend bullying; some prefer paternal firmness.

Now let's get to particular kinds of requests:

Suppose that you want the Bureau of the Census to change its method of tabulating something connected with your product. Remember first that a change in the Bureau's methods takes a long time to bring about. The population count, for example, is prepared years in advance.

The coal industry wanted the Bureau to return to the 1929 method of recording fuel consumption in the Census of Manufacturers, giving both quantity and value of each kind used and not just quantity as in 1939. Since the IBM punch cards are set long in advance and since the additional item is an expense, the appeal was made years before the event.

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No head of a prominent coal company took the question before the director of the Bureau. The industry's trade association had its statistician visit the Bureau statistician handling these punch cards. gether they estimated the cost of a change and marked out the work to be done. Because money was involved, he had to visit the Budget Bureau too, seeing first the man directly in charge and later the Budget director, The members of the Census advisory council were buttonholed and their approval obtained. At last it became a matter of who should pay for the job, and the industry passed the hat.

The Routine

Most successful efforts to get the Government to do something that costs money follow some such routine as this, regardless of who pays the bill. The steps, to sum it up, involve marking out a precise request with the help of the operating man in the appropriate agency, getting the support of the advisory council if one exists and finally persuading the Budget Bureau. If you are picking up the check on Government work, be sure to remit in advance; otherwise nothing will happen.

A regulatory agency gets hundreds of inquiries about its rules. To find out how they apply in a given case, write your question as precisely as possible to the general counsel. If it's too complicated to put into a letter, put in enough to identify the situation and ask who handles such things. If you're after an amendment to a written regulation, you must present full evidence at open hearing. This is done through lawyers practicing before the Commission. If you want a mere interpretation, the official has power to make it.

The agency official who sits down with you will have explored your record and the record of your company beforehand. He may not tell you all he knows about you but instead may 'let you, if that's what you're bent on doing, state a case contrary to the written record. If that happens, he'll simply feel that his scepticism is confirmed. It's best, therefore, to look up your own record with a regulatory agency before you deal directly with one of its men.

Officials say that many of the people who visit them want to know how close they can come to breaking a rule without actually doing so. They do not ask that question, but beat about the bush. It's sometimes best to ask it directly and clearly.

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Federal Trade Commission lawyers dislike to say anything that seems to commit them and they particularly shun commitment on an actual situation. That, they will inform you, is the province of the Commission itself, for whom no individual may speak. This answer is given to Congressional investigating committees. You are not likely to be told more than a committee. However, some of the lawyers like to generalize informatively and even lucidly; if you find the right one you can sometimes learn something.

Suppose that the Government were giving a subsidy to a competitor, but that the written regulations had other words for it. Following the recipe above, you wrote to the technical expert, who replied by citing the statute and various regulations, pointing out that their language had nothing to do with subsidies. Your own technical expert then sits down with him, finding other laws, rules or Court opinions showing that the word "subsidy" is applicable. In this process, he discovers that the payments to your competitors had been ordered by someone too high in Government, politics and public esteem for a mere P-6, or his boss for that matter, to overrule.

What do you do? This of course is a situation for fighting. Your recourse

in such a case is probably to turn it over to an opposition Senator or to air your grievance in the papers. But you do not threaten either the technical man or his chief. You say, "Of course, Mr. Big set this policy, which seems to conflict with Section 23. Would it help to correct it if I turned the heat on? I might get some Senators interested around appropriations time."

Throughout you continue, if possible, to deal on a technical basis with the technical people. But having gotten tough you are in a new situation. Perhaps you are dealing with Congress, which has its own rules.

To the Point

In telling your story to your Congressman or Senator, be sure, above all, to tell "your story" and not to waste time by generalizing about Industry or the Good of the Country.

You may be asked to tell it all to the Senator's legislative assistant. If so, don't feel that you are being brushed off. The legislative experts actually handle things just as P-6s run the Government and top sergeants ran the war.

Businessmen usually do well when they talk directly to their Congressmen. They are explicit and do not digress. Unfortunately, the same observation cannot be made about their testimony before committee hearings.

When a Congressman, friendly to your cause, invites you to testify, he wants you first to put a definite case into the record and second to brief him on details. He will have to argue your case in an executive meeting of his committee and on the floor. He will be asked hard questions, to which he wants you to supply the answers.

If you are testifying about something that is highly controversial, which people discuss only in high temper, you must be prepared for hard cross-examination from the Congressmen who disagree. They will first of all try to tear your argument to pieces. If you hold up, they will proceed to discredit you. First, you will be guizzed on your general information about the subject, the point being that you are not really an expert. Next, your record will be taken up; this will have been investigated in advance. If it can't bear intimate probing, don't testify on hot subjects. The record may include statements or actions years ago quite different from those you now advocate. You will be asked the precise moment at which you changed your mind. To prepare for this sort of thing, ask yourself: Suppose I were at the other side of the table, what would I try to bring out?

It is customary to supply prepared statements. Some committees insist on them. These should be supplied for each member as well as for members of the committee staff. If you want publicity, you should prepare an additional 50 or so for the press. Copies should be given to the committee clerk a day or two in advance.

Prepared statements and press releases give your opposition time to prepare questions. The opposition, if it has time, will get contrary expert opinion on what you have written.

Don't Push

In talking before the Committee, it is considered bad taste to make such statements as "Congress must pass this bill." Never say "Congress must." They don't like to be told what they must do. Instead, you tell your story and say that you think such-and-such would be useful or terrible as the case may be, adding, with appropriate humility, that Congress alone will decide what is to be done. If you read through some Congressional hearings, you will find that expert testifiers say that over and over.

In summary, none of the recommendations above is to be followed without qualification. No good salesman would follow a sales talk to the letter if he noticed a bad reaction from his customer. Neither would a good negotiator take these tips too literally.

See "A Word About Bureaucrats," p. 128, this issue.



"I can deal with the Government, alright; I learned patience dealing with these fish!"

They're in the News

By Harry Woodward, Jr.



GUY GILLETTE

THEY NEARLY TOSSED DICE... to see which would stick by the agency, which would go out and get himself a ham and eggs job. Time: the year of the Crash. People: Everett W. (left), and Winthrop, brothers who inherited the Charles W. Hoyt Co., Inc., agency from their advertising-pioneer Dad. Fortunately the dice-tossing never got further than a conversation at the Yale Club. Instead the Brothers Hoyt tossed some smart advertising ideas into the agency's pot, brewed them carefully. Now they're celebrating the 40th anniversary of the agency which boasts a \$5 million annual billing. Their's was the first agency to foster commercial sponsorship of a radio variety show, first to foster sponsorship of time announcements on the air waves. They point with pride to their 10 oldest accounts—under Hoyt aegis for an average of 24 years. And they have earned the right to be proud that they've taken their Dad's agency, stuck with it and made it bigger, better. Win is chairman of the board, Everett is the agency's president.



THAT WORD BUSINESS . . . is Edward Anthony's business. . . . He's Collier's new publisher . . . this man who began a typewriter-pounding career as a reporter on the Bridgeport (Conn.) Herald back in 1917. In the years between then and now he's been an associate editor of Farm and Fireside, conducted a magazine sports page, a syndicated comic strip, (pause for breath) served as a writer and technical expert in Hollywood, has written a dozen or so books, acted as director of publicity for Crowell-Collier and (Whew!) penned the lyrics for "Good Luck Sam," a musical comedy staged by George M. Cohan! He's living proof that you can't get your finger in too many pies. It was 25 years ago that he joined Crowell-Collier; for six of those years this particular Mr. Anthony was publisher of Woman's Home Companion, managed to entice millions of ladies into his balcony through the now-famous series of articles in the public interest. Reprinted as advertisements they won the Advertising and Selling Medal Award.



ONE WENT INTO BUSINESS . . . one went to college. But both of them got to the same place. Professor Neil H. (for Hopper) Borden (left) of the Harvard University Graduate School of Business Administration and Harry A. Bullis, chairman of the board, General Mills, Inc., are the winners of the 1949 Parlin Memorial Award. They're being honored (First time two marketing leaders have been named to receive the Award.) for one of the most outstanding contributions to the science of marketing in '49. The Professor was born in Boulder, Colo., served as a psychological examiner for the Army Medical Corps, then went back to college (Colorado University) to get his degree. After that he was a high school principal, moved on to Harvard as a research assistant. He's been a full professor of advertising since '38. The well known Mr. Bullis has been a director of General Mills since 1930, was president of the Minneapolis firm from 1942 until his election to his present post in '48.





THE HIGH SCHOOL GRAD'S FRIEND . . . is George F. Hessler-Graybar Electric Company's new director of sales. When he started work his limited education worked temporarily against him. So he schooled himself, made up his mind that when he got to a hiring spot he'd give a break to the educationally under-privileged man. For years now he's done it. Hands his new sales recruits a dictionary, makes 'em learn three new words a day! George Hessler is a big (and pleasant) manall the way big. He parks his 220-pound frame at a desk with an over-all area large enough to accommodate a midget basketball team. . . . One of his associates says: "George has spent hours, days and Sundays placing people in jobs where they'll be assets." Since Graybar—as few people know-is a 100% employe-pensioner-owned organization, a well placed man is a company asset, too. Hessler's is the distinction of being the only man in Graybar history who got the top sales job without serving in the field organization. His apple's eye is his teen-age lad who arrived when the two Hessler girls were practically young ladies.

When Dealers Declare, "Your Price Is Too High!"

Based on an interview by Elsa Gidlow with EZRA JOHNSON, Pacific Coast Branch Manager, Crown-Headlight Overall Manufacturing Co.

Crown-Headlight meets them head-on with an offer to demonstrate the features of its premium price overall to the man who buys for his own use. This basic sales technique dispels dealer defeatism, opens up markets for other items.

How defeatism among dealers who sell men's work clothes is being licked on the West Coast by the "show 'em and sell 'em" technique is one of the best selling stories to come out of that region.

Ezra Johnson, manager of Crown-

Headlight's Pacific Coast Branch in San Francisco, has been preaching brand and quality in work clothes to dealers for some time. He and his salesmen had made enough headway so that when he heard that the factory in Cincinnati, Ohio, had developed super work pants (at a price) but was hesitant about the public's willingness to pay for them, Mr. Johnson said, "Make some up for us . . . we'll sell them."

Headlight Snag Proof work pants are made to sell for \$6.95, quite a jump over the top price of similar work and utility pants. Mr. Johnson maintains that "Whenever American manufacturers have brought out something with merit, if it has the right kind of selling and promotion back of it, the public will buy. This has been true all the way from cold drinks to limousines."

Samples of the new work pants were sent at first to Crown-Headlight's

twelve salesmen throughout Pacific Coast territory. Two weeks went by. Dealers did not buy them. They all agreed that they were exceptionally fine pants, but "too high-priced to sell in our locality."

"Imagine our embarrassment!" ex-

claimed Mr. Johnson. He couldn't believe the public wouldn't buy the pants if an effort were made to sell them, although he was aware of some of the problems involved.

"One problem was the increasing price resistance. The most serious



SURPRISES DEALERS: Crown-Headlight's window displays and demonstrations talk features, not price, up sales and dealers' profits.

problem, though, was the dealers' lack of interest in selling anything classed as work clothing."

What a manufacturer is up against in selling this kind of merchandise, says Johnson, is sheer defeatism on the part of dealers, department heads and their salespeople. Anybody in the retailing field will say there is "no profit in work clothes." They are in stock only as an accommodation to customers and to get the workingman into the store to sell him something else

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Bad Advice

Work clothing salesmen are to a large extent responsible for this situation, Mr. Johnson points out, because they often advise dealers to sell work clothing at cost to increase business as a whole, conveying the impression that everything they sell is of comparable "value" in relation to the consumer's dollar. This leads to pricecutting by competing dealers, and this in turn fosters a tendency to drop all effort to sell quality garments and rely on cheapness alone to sell work clothing. Thus the merchant has forfeited his profits on work clothing in advance. He has also forfeited goodwill which could lead to increased sales on the other merchandise he

In addition to the perennial "no profit" plea and the poor merchan-

dising practices accompanying it, when Mr. Johnson and his salesmen went into the market with their \$6.95 pants, they were faced with a temporary problem resulting from the change from a sellers' to a buyers' market. For a number of years when shortages prevailed consumers would accept anything in work clothing without much protest. With the return to normal supply, work clothing had to be sold.

"The reaction to our preliminary offerings of the Snag Proof pants," Mr. Johnson says, "woke us up to the fact that our own salesmen were showing the effects of long inactivity in selling, just as dealers' salespeople were falling down for the same reason.

"We surveyed our own weakness first, realizing that many older, prewar salesmen had forgotten how to sell, while younger ones never had the opportunity to learn.

Above all, we were aware that the attitude toward work clothing called for closer cooperation between the manufacturer and the retailer."

It was true the retailer of work clothing was suffering, but not at all for the reasons he imagined at fault.

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Since markup is not high on work clothing, more than ordinary turnover is necessary to register a profit. Turnover is accomplished in two ways: (1) by selling and promoting the kind of work clothing customers will come back for; (2) by keeping investment down to a minimum. The price-minded dealer who believes it is necessary to maintain a stock of every price of article likely to be called for automatically accumulates a variety of different lines-with brands, little known brands, or no brands. A large proportion of merchandise does not turn over and he is stuck.

It is up to the manufacturer, as Mr. Johnson sees it, to show the retailer the fallacy of the big investment in stock that does not have a turnover, and to cooperate with him in keeping it down. It is Mr. Johnson's policy never to force a dealer to buy a certain quantity to get a lower price. Crown-Headlight does not give special discounts on quantity business; all dealers are on an equal basic.

Quality Pays

In addition to selling dealers on low inventory and quick turnover, Mr. Johnson has long had a policy of showing that quality work garments point up the quality of a store or a men's department more than any other merchandise. Furthermore, on a good work garment there is no seawhen he charges his general average overhead cost to work clothing. The reason? He devotes to work clothing the least desirable spot in his store or department; less floor space, less display space, fewer sales manhours, less advertising, less promotion and selling effort than to almost anything else sold in the store.

"Compare it with what goes into selling a suit or a woman's hat," is a point often made by Crown-Headlight salesmen.

For some time Crown-Headlight has been showing dealers how, if they will carry and feature high quality, standard brand clothing, they will: (1) make a profit; (2) gain more loyal customers and thus promote store traffic and increased repeat business.

However, when Crown-Headlight salesmen went out with Snag Proof pants, dealers didn't buy. After the first disappointment, Mr. Johnson took the set-back as a challenge. "We, ourselves," he says, "were not good enough in our own selling." What were their weaknesses? How could they make themselves better? What must they know before they could help retailers do a better job on work clothing? Accompanied by his assistant, E. R. King, Mr. Johnson went out into the field to see if he could find the answers.

For the inquiry into why the \$6.95 Snag Proofs were not accepted by dealers, Mr. Johnson and his assistant selected a store in the low income product at \$2 more? No, it positively couldn't be done."

"Maybe you're right," Mr. Johnson replied, "but we would like the opportunity of coming into your store on a Saturday to put on a demonstration, testing out for ourselves whether or not people will buy this quality of pants." The dealer agreed.

Not only did the store that Saturday do good business in the Crown-Headlight garment, but it had its biggest Saturday volume in a long time. Interested by this time, the dealer checked and discovered that other stores of various kinds in the vicinity had had their poorest Saturday.

The Approach

What was the approach that produced the good results—in that store and later in many others?

First, an attractive display of the Snag Proof pants was set up prominently in the work clothing department. Salesmen, provided with swatches of the material of which the pants were made and sharp penknives with pointed blades, proceeded to show customers that when the point of the knife was zigzagged down the swatch the way barbed wire would along the seat of a man's pants, there wasn't a sign of a snag. Other demonstrations also dramatized the strength of the material.

Customers were invited to "Get the Inside Facts about Overall Value"—or pants value; to "Be curious about what's inside . . . to see how they'll wear"; to "Give a look inside to get value outside (and in)"—in short, to "Buy overalls (or pants) from the inside out." These are all Crown-Headlight selling slogans.

Mr. Johnson emphasizes: "We're selling two things in our garments: the fabric they're made of, and the way they are made."

In store after store, Mr. Johnson found the old defeatist attitude toward work clothing. "If the store had in stock good quality merchandise and poor quality merchandise, the salesperson often showed the poor merchandise first."

How was this overcome?

"The first thing we did," says Mr. Johnson, "was to encourage salespeople to say, when a customer complained about the higher price of a branded, quality garment, 'But this is a Crown-Headlight. They always sell for more—because they give more wear. And the comfort! A workingman is active. He needs comfort in his work pants or he can't do his work.' It was interesting to observe how immediate was the customer's



BRAND PROMOTION: Headlight promotes its name as a symbol of quality, here in Gaer's, Calif., store, ties it to such branded products as "Sunkist" oranges.

sonal loss, no style loss. The stock is always worth 100% on the dollar.

Another Crown-Headlight argument to dealers is that a merchant is unfair to his work clothing department and unrealistic in his computation of the costs-profits relationship

section of a city, went in and told their story as the salesmen had been trained to tell it.

"Sell work pants at \$6.95!" howled the dealer. "Can't be done. Customers are walking out on our \$4.95 grade. What would happen if we offered a response to the demonstration of com-

"We convinced ourselves," says Mr. Johnson, "and we convinced them. At the same time we both learned the best way to do it. Our confidence was renewed in the tradition that 'something better' would be bought—if the seller presented it right." Not that Mr. Johnson believes for one moment that salesmen should try to sell luxuries to people who can't afford to buy them. "But in a utility garment such as work pants it is obvious to everyone concerned, if he can be induced to think about it, that a salesman is rendering a valuable service to his customer when he sells him the best.

As a result of the demonstrations, which all Crown-Headlight men selling out of San Francisco were promptly trained to give, dealers saw for themselves that quality work pants could be sold. What's more, they were encouraged to put more effort into the merchandising of their entire work clothing line—and to reach first for the better, instead of the cheaper item. Consequently, not only are they doing very well with the new Snag Proofs, but with every other quality garment in the department.

Top Honors

"No profit in work clothes?" smiles Johnson. "The buyer in one of our big stores, after our test and his own subsequent follow-through, recently told me that his work clothing section is the most profitable of any in the clothing and furnishings department." This dealer, prompted by a Crown-Headlight salesman, made an analysis and found that:

Only about one-tenth of his total investment is in work clothing. Only about one-tenth of his sales force is devoted to selling it. It gets the least desirable floor space in the department. Dollar for dollar, the sales force expense in selling work clothing is half what it costs to sell dress clothing and furnishings. However, the turnover on work clothing is now twice that of other merchandise in the department. The dealer is now getting an average markup of 28% or more, with an eight-time turnover—because he is selling brand and quality.

"Many of our customers," Mr. Johnson points out, "are getting from six to as much as ten times annual turnover now that they are putting real selling effort into this merchandise.

"The sales of our merchandise in stores that have accepted our program



"LS.. MFT...LS.. MFT...Lucky Strike means fine tobacco... Yes Lucky Strike means fine tobacco... so round... so firm... so free and easy on the draw... quality of product is essential to continuing success... Ahwheedddwheebbl... Sold American. Good morning!"

and cooperated in demonstrations are more than thrée times what they were for comparable periods previously. At the same time, nearly all of these stores report higher volume in other merchandise in the department and often throughout the store."

From Crown-Headlight management's point of view, success of the promotion that followed the tests is evidenced by the fact that of the three qualities of work pants the company makes—\$3.95, \$4.95 and \$6.95—the \$6.95 pair is selling to dealers in quantities exceeding the first two combined.

Included in the promotion are these tie-in materials, free to dealers: advertising mats, point-of-sale display matter; window display props and ideas; equipment for demonstrations of the quality of the fabric.

Dealers are not only asking for these aids, but are creating tie-in promotions of their own. Take, for example, nationally known brand name crusader Milton Gaer, men's clothier in Redlands, Calif. Mr. Gaer's store is in the heart of the citrus country. Recently, Mr. Gaer told his customers in their own language what he meant by brand quality and why

it's worth the price. He tied in a promotion of Snag Proof pants with one for Sunkist and Pure Gold oranges and grapefruit. What's more, he gave away 1,000 bags of grapefruit to customers of the work clothing department, each bag containing 10 grapefruit. He did a phenomenal business in Snag Proof pants.

Firm Belief

"We have believed right along," maintains Mr. Johnson, "that the right kind of work clothing is profitable and that handling and selling it is beneficial to a store. In our opinion, any manufacturer who is making a product that he can't show is profitable to the man who sells it, is in the wrong kind of business, or he has the wrong idea of that business. We want our customers to make a profit on our merchandise and we are working with them in every way we can to help them make it."

Crown-Headlight Snag Proof pants are now being released in eastern markets. Results of the tests on the West Coast will provide information and inspiration for selling dealers the

country over.

Should We Pre-Sell Prospects By Advertising Our Salesmen?

BY BURTON BIGELOW

Burton Bigelow Organization, Management Consultants

Mr. Bigelow makes a strong case for using the power of advertising to sell the salesman as well as the product. It builds a salesman's pride in his company and in himself, gains him an easier entrance and a readier hearing with prospects.

For salesmen, "things is getting tough all over." The long red carpet reserved for VIP's is no longer rolled out for their arrival.

Large companies with nation-wide sales forces may well inquire if the time has not come to put the potent power of advertising to work, selling a welcome for the salesman when he arrives.

The idea of using advertising to pre-sell the salesman and to gain for him a quicker entrance and a readier hearing is not new. It has been used in many lines, notably in industrial selling and by several insurance companies.

A recent example of spending a substantial sum to pre-warn the prospect is the advertisement of the Burroughs Adding Machine Co.

Picturing the trim figure of Alice, the beautiful receptionist, holding aloft a business card in one hand and the intercom phone in the other, this advertisement headlines, "He says he's too busy NOT to see you . . ." The copy continues:

"What's on this caller's card that opens the door to a busy executive's

office?" (They hope!)

"It's just a symbol in the corner-

the 'B' of Burroughs."

Up to now, you've inferred, of course, that it's a Burroughs salesman to whom the adoring young lady is addressing the welcome words. But at this point an invisible trap door opens noiselessly beneath the likewise invisible Burroughs man—and he disappears from the copy scene for about 80 words. Meantime the copy talks of a symbol, the red Burroughs "B," the organization and that impersonal sum-total entity known as "Burroughs." Perhaps they skipped the warm humanities intentionally, but they don't get back to the man—who we thought was the hero—until the final paragraph, which reads:

"That is why busy men welcome the visit of a Burroughs representative." (Small "r," please note) "... They know that time spent with a Burroughs man is a good invest-

ment."

"The G. T. M."

In the industrial field, one of the oldest and most famed of the salesmen who have been sold by advertising for long years is "the G.T.M."—the Goodyear Technical Man of The Goodyear Tire & Rubber Co., Inc.

Goodyear has never been reluctant really to sell its sales engineers by advertising. It does no half-way job of it today. The G.T.M. is tied in as an inevitable part of industrial copy.

In a recent advertisement, telling of the brick-handling problem solved for an Ohio brick company by a Goodyear belt, the copy relates:

". . . So on recommendation of the G.T.M.—Goodyear Technical Man—a six-ply Goodyear transmission belt . . . was applied."

After the brick-handling story, the

copy continues:

"But if you want transmission belting that will deliver this same kind of high-output, trouble-free, low-maintenance service, it will pay you to call in the G.T.M.

"Complete engineering analysis of your belting problems, or any other operation involving industrial rubber products, is a plus service of the



BETTER WAYS TO DO IT: That's the credo of industrial salesmen. It's their purpose to help solve prospect's problems. Square D's magazine advertising pre-establishes that feeling of confidence in prospects' minds. Integrity is the priceless ingredient.

CAN'T WE TALK YOU INTO MONEY?

A SOMEWHAT SORDID SUBJECT by Mr. Friendly



AMERICAN MUTUAL

... the first American liability insurance company

O THE PROPERT MARKET DESCRIPT ORDINAL PROPERTY

P. S. Ask your local American Mutual man to show you "The 40 Coo vincing Cases" and see how I. E. Loss Control can help you. Write to be for your copy of "The All-American Plan for the Home." American Plan for the Home. "American Mutual Liability Insurance Co. Dept the 9,142 Berkeley St. Boston 16, Mass. Branch offices in principal cities. Consult classified telephone directory.

PRE-APPROACH: Insurance companies are noted for copy that seeks to gain an "in" for their salesmen, and gain consideration after they get in. An idea pays off.

G.T.M. that insures correct application, minimum over-all cost. To bring the G.T.M. to your office, write Goodyear, Akron 16, Ohio."

Another industrial manufacturer, the Square D Co., Detroit, makers of electrical distribution and control equipment, pulls out all the stops and does a straight-forward, unashamed job of selling the sales engineer who sells and services their products.

One advertisement's opening jumps into the job of introducing this man: "He's a Square D Field Engineer. He speaks the language of many industries because his full-time job is working with them . . . helping them find a better way to do it."

After a long paragraph, telling about the company's service, the advertisement closes with:

"If you have a problem in electrical distribution or control, call in the

nearby Square D Field Engineer. He makes a lot of sense in finding 'a better way to do it.'

The advertisement stresses two main points: (1) The Field Engineer knows a lot about the technical side of many different businesses. (2) He can show you "a better way to do it."

Insurance companies, both in life and casualty fields, have experimented to a considerable extent with advertising intended to sell the salesman an "in" and to gain him consideration after he gets in.

One of the more recent examples of this type of advertising is the "Mr. Friendly" series of the American Mutual Liability Insurance Co.

"Mr. Friendly," as you will recall, was a sort of whimsical prototype, perhaps I might even say archetype, of the American Mutual salesman. He was always rendering some

friendly, helpful, human service—as befitted his name. The inference, of course, was that the reader would get that kind of service from the American Mutual representative.

The identification of "Mr. Friendly" with the American Mutual man was always a bit remote—and as "Mr. Friendly" became more and more whimsical in the advertisements, it grew more and more difficult to think of "Mr. Friendly" as bodying forth the attributes of the company's sales representatives. At present, "Mr. Friendly" seems to be leading a separate and independent life of his own, with no longer any thought of buying the salesman a quicker "in" or a longer "stay."

A few months ago, another insurance company, Travelers' Insurance Co., published a literary and advertising masterpiece that deserves to rank with "The Penalty of Leadership" and "The Kid in Upper 4."

Packs Emotional Wallop

Half of the page was taken up with a black and white reproduction of Fildes' famous painting, "The Doctor." The picture packs an emotional wallop, the equal of which would be difficult to find. Proof of this lies in the fact that the painting has been reproduced probably millions of times by calendar makers, pharmaceutical houses, etc. But I do not recall ever seeing it so pointedly, or so poignantly, used as in the Travelers' advertisement.

Under the cut is a script-lettered heading, "The picture that cried on mother's wall."-The copy continues, with no break of the pictured mood, only a masterly intensification of it:

"You've seen the picture.
"It's 'The Doctor,' by Fildes.
"Ever since I can remember, it was on the wall in mother's room. I used to look at it and wonder how

the people in that picture felt.

"My heart went out to all of them. I was touched by the way the father looked—as if by standing a little taller, he could bring courage into that dark room.

"The little girl, too. She might have been my sister. And when I looked at the mother, the picture itself seemed to cry.

"But I think I sympathized most with the doctor—maybe because I wanted to be one myself, some day. And I hoped desperately that I would never face a situation like that.

"Well, I never got to be a doctor. But last month in Tom L.'s house I knew how that doctor felt.

"I'd known Tom and Mary since we were kids. They were among our



PICTURE OF GOOD SERVICE

When you think of telephone service, we'd like you to think of friendly, competent people, genuinely eager to serve you in every way.

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> The Operator is an important part of the picture when she puts through your calls quickly and courteously, or renders some special service in an emergency.

> The Girl in the Business Office shows the same spirit by being alert and pleasant when you pay a bill or there's something you'd like to know about the service.

The Installer helps you to think well of the Company by being polite and efficient and tidy when he comes to your home to put in a telephone.

The Company itself does its part when it conducts itself as a good citizen, as well as a good telephone organization, in the communities in which it operates.

All across the land, you will find teamwork and neighborliness among telephone people. They take satisfaction in providing a valuable service to the public.

BELL TELEPHONE SYSTEM



best friends. And yet, not even I, in all the years I'd known Tom, had ever been able to sell him much insurance.

"He meant well—but, he just kept

putting it off.

"He'd been married about three

years when it happened.

"Little Bobby was dangerously ill. Then, one night a truck ran Tom down on his way home from work. He was unable to dodge it because he was hauling home a tricycle for Bobby—to give him something extra special to live for.

"I was in the room when the doctor called. When he got through examining Tom, I could tell what he was going to say by the way he put his instruments down: That it would

be a miracle if Tom lived.

A Woman Breaks Down

"I'd never seen a woman break down the way Mary did. It was almost as if the picture on mother's wall had come to life.

"Mary had never had a job. She could never earn enough to give Bobby the proper care, without enough insurance to help pull him through.

"We sat there beside Tom's bed and prayed as the twilight deepened."

Now, for the pay-off—in a few lines, the story of a salesman who failed—and what it cost his friends in heartache and himself in remorse.

Observe:

"If ever in my life I felt like a failure it was then. If I'd only called on Tom one more time. If I'd used another approach. Maybe if I'd sent another Travelers' man to see him. (He was never serious with me.)"

Relax, dear Reader, Tom and Bobby pulled through. But that Travelers' man will never be the

same again.

Listen:
"I'm going to call on Tom with
my briefcase—the one he always
joked about—as soon as he's well.

"And maybe I'll call on you some day. If I do—and if I seem to take my job pretty seriously—I think you'll know why.

"I don't ever again want to see a woman cry like the woman in the picture on mother's wall."

Maybe you call that "corn." But that corn is green—and tall and strong and full of yellowing ripe ears of which its grower can be proud.

It has plot. It figures out the angles—not one, but a half dozen, some of them prospective policy-holder angles, others present Travelers' men angles—and even an angle or two to interest future agents for Travelers.



WHY THE WELCOME? The power of advertising is one reason. Burroughs Adding Machine Co. uses magazine space to open the doors of executive prospects for its salesmen. The prospect knows the salesman who calls is not selling machinery but time-saving, profit-making methods. A good approach spells more contacts.

Certainly, that copy will help Travelers' men to get in—brief-case and all, and stay in—and get favorable serious consideration.

From the present agent's standpoint, no Travelers' man who read that advertisement will ever think of his sales calls again as anything except acts of service, missions of mercy. And that is important in motivating men to *like their jobs*, especially as salesmen are more and more in demand.

In companies having large sales forces and doing survey-and-recommendation selling, advertising to sell the salesman into the prospect's favor, or to increase his stature in the minds of his customers, would seem to be worth considering at this time.

In addition to direct results, such advertising increases the salesman's pride in himself, his company, and his job. It builds up his confidence and stirs up a reciprocal feeling of company loyalty. Certainly, the salesman who ordinarily does not believe in advertising is bound to be sold on this kind of advertising.

Of course, if such a campaign is undertaken, it will need to be sold to the salesmen, ahead of time, during its appearance, and even after it is finished. Success stories of how the advertisements have resulted in inquiries, helped salesmen to get in, get

bigger orders, etc., should flow continuously to the field force.

This will motivate them to work harder, make more calls, press a little harder, and expect a little more of themselves.

The sales manager who sees an opportunity to increase company sales by such a campaign of "selling the sales force," but who does not have full control over policy decisions relating to advertising themes, will have to prepare a powerful sales presentation to sell top management, the advertising manager, and probably the advertising agency, on the value of such an effort.

Conclusive Evidence

An analysis of salesmen's work records, showing the probable increase in volume if the sales force averaged one or two more good interviews per day, for example, is pretty conclusive evidence for such a purpose. Many other persuasive angles will suggest themselves.

In other words, if salesmen's morale is low, if prospects are harder and harder to get to, if salesmen are restless about their income level, if competitors' salesmen are getting in where your men are cooling their heels in the reception room, maybe it's time to advertise the salesman instead of the product.

Want to do something about the high cost of selling?

0

Maybe your Production Manager has the clue

If you think sales costs have mounted, just look at what the poor Production Manager's been up against with rising labor costs, rising materials costs, rising equipment costs.

How's he going to get costs down?

You know the answer. Chiefly by improved mechanization; by making it possible for each high-priced pair of hands in his plant to produce more in less time.

The Sales Manager has the same sort of opportunity to reduce sales costs

The Sales Manager can apply the mechanization principle to producing orders. He can make it possible for each salesman, each jobber or dealer or distributor to produce more.

How?

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if n ir By making the printed word do *more* of the *telling* in selling so the salesman can use more of *his* costly time for *closing*.

Direct mail, publication advertising, catalogs, handbooks, films, radio—all means of transmitting sales information to prospects and customers—are the Sales Manager's tools. Each has certain characteristics that give it an economical edge over the others. Each can be designed to mesh with the others in a powerful, flexible sales-producing mechanism that improves sales control and multiplies the economy of the Sales Manager's operation.

Even small gains in the better use of those tools bring great improvement in the efficiency of sales production and sometimes open up wide areas for cutting unit sales cost.

You take one step at a time; one product at a time; in one market at a time

The first step is to review all the specifying

and buying influences, including those *other* than the people your salesmen normally reach. Do you *know* them all?

The second step is to find out the viewpoints, practices, prejudices, and confusions that cloak your product in the eyes of your customers and prospects. Do you know—for sure—what they think and why they think it?

The third step is to determine what to say that will help improve those viewpoints, practices and prejudices, and reduce confusions—and to decide how often it must be said to get results.

The fourth step is to select which tools to use for saying what needs to be said (booklets, magazines, or any other mechanical means of transmitting ideas or information).

That's advertising that helps people buy

We call the use of the printed word that helps your prospects buy, "'Ditch-Digging' Advertising." It's advertising that grows out of realistic sales analysis. First it digs out what your prospects want to know before they buy; then it rolls up its sleeves and digs for sales.

You might get an idea or two of how you can mechanize your operation for lower unit sales costs from a little 20-page booklet we've put together, called "'Ditch-Digging' Advertising That Sells by Helping People Buy." We'll be glad to send you a copy.

Here's a free booklet for Sales Executives who might be interested in developing more selling power by using "'Ditch-Digging' Advertising," (Reg. U.S. Pat. On.)



THE SCHUYLER HOPPER Co.

"Advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N.Y. . LEXINGTON 2-1790

How Readers Use Business Papers: A Report on Automotive Industries

How important is position for your ads? Does color attract more readers? How much greater is total audience than ABC circulation? A case study just released by Advertising Research Foundation gives authoritative answers.

Results of a nation-wide survey of readership of a typical business paper have been released by the Advertising Research Foundation, sponsored jointly by the American Association of Advertising Agencies and the Association of National Advertisers.

Continuing Study

The study was made of the Chilton Co. magazine, Automotive Industries, issue of October 15, 1948, with field work done by Alderson & Sessions, Inc. The project is part of the continuing study of business papers, directed by a special committee set up by the Advertising Research Foundation, operating under funds supplied by the Associated Business Papers, Inc. The study of the readership of editorial and advertising contents of Automotive Industries followed pilot studies made on the September, 1946, issue of The Foundry and the April, 1947, issue of Chemical Engineering.

The report on Automotive Industries is based on 463 interviews with both subscribers and subsequent receivers of copies, systematically selected within specified interviewing areas, with interviewers supplied not only with a complete copy of the issue being surveyed, but a qualifying kit which contained 10 editorial items from the surveyed issue and 10 editorial items which had not been published at the time the survey was made. By means of this qualifying kit respondents were eliminated if they seemed to identify more of the unpublished items than the published items.

Field Work

The field work was completed during the period from November 15 to December 7, four to seven weeks after the publication date of the issue. Eighty percent of the respondents said they had read the October 15 issue, 19% that they had not (and most of these passed the magazine on to other people in the organization), and one said that he did not read it

although he is a paid subscriber.

The survey disclosed that the measured issue had 2.4 potential readers per subscription, and 1.7 qualified readers, the latter being those respondents who were able to identify more of the published items than the unpublished items in the qualifying kit examination.

With a paid circulation of approximately 10,990, the October 15 issue was found to have a total potential audience of 26,000 readers, of whom 19,000 were qualified readers.

A total of 25% of the readers get it through home subscriptions, 17% by plant subscriptions, and 60% by a route list or other pass-along. By far the highest degree of thorough readership was found among those who read the magazine at home.

Where Readership Is Greatest

Also the greatest regularity of readership was found among home readers, as will be seen from the following table:

Number Read Per Year	Total	At Home
Every issue (24)	67%	88%
13-23	7	4
7-12	15	6
1-6	10	2
Don't know or nor	ne 1	0
	100	100

This compares with 59% readership of every issue for those who do their reading at the plant or place of business.

But where the advertiser gets the breaks through greater readership on the part of home subscribers, he loses out in another way, for two-thirds of the persons interviewed said that they passed along their copy of the publication to other persons to read—but by far the largest proportion of readers who passed along their copies to others were found among

plant subscribers and subsequent receivers, with 76% of that group reporting that they pass along their copy after reading it.

Readership Highlights

All readers of the October 15 issue of Automotive Industries read one or more editorial items and saw one or more pictures in the 162-page publication, while 96% noted one or more of the advertisements. The readership score ranged from a high of 91% for a group of three photographs on page 27 to a low of 8% for page 60. Picture pages in general received high ratings, but "News of the Automotive Industries," which attracted 82% of the readers, attained a very high score. The article began on page 17, which was the second highest scoring page in the surveyed issue.

As against a readership high of 91% for the best-read editorial page, the best-read black and white advertisement was that of Waukesha Engines on page 1, which attracted 52% of the readers. The highest scoring half-page advertisement had been seen by 24% of the readers.

Ads That Clicked

The October 15 issue of Automotive Industries contained 130 general display advertisements, of which 79 were in black and white.

Ninety-six percent of the readers noticed one or more advertisements in the surveyed issue; 93% read or saw one or more black and white ads, while 92% looked at one or more of the color ads.

Full Pages Attract

Full-page advertisements attracted the highest percentage—96%—of readers. Sixty-two percent of the readers read or saw one or more of the half-page displays.

Of the display ads making up the list of 20 highest scoring advertisements, 19 were full pages, one was an insert, and one was a spread. Because of a tied score the list actually contained 21 advertisements.

Although the three ads topping the list were black and white, there were twice as many color ads on the list as there were black and white.

Fourteen of the highest scoring advertisements were in color. One was

20 Highest Scoring Advertisements

Page Number	Product	Size	*Color	Per Cent
1	Waukesha Engines	Full Page	B.W.	52%
9	Ross Steering Gears	Full Page	B.W.	48
24	Timken Roller Bearings	Full Page	B.W.	45
81	Double Diamond Gears	Full Page	R.B.	42
6	Bundyweld Tubing	Full Page	R.B.	39
7	Hyatt Roller Bearings	Full Page	B.W.	39
11	Bendix B-K Braking Systems	Full Page	R.B.	33
87	Durex-100 Eng. Brgs.	Full Page	C.C.	32
2nd Cover	Heald Bore-Matic	Full Page	C.C.	32
82	SKF Propeller Shaft Boxes	Full Page	B.W.	32
97	Stromberg Carburetors	Full Page	C.C.	32
65	Vickers Hydraulic Power Packs	Full Page	C.C.	32
123	Black & Decker Portable Elec. Tools	Full Page	R.B.	31
69	DuPont Plastics	Full Page	R.B.	31
130	G-E Headlamps	Full Page	B.W.	31
117-118	Nikoh Tubing	Insert	4C	31
113	Thompson Trophy	Full Page	C.C.	31
78-79	Westinginghouse A-C Welder	Spread	R.B.	31
158	Zollner Pistons	Full Page	R.B.	31
142	Houdaille Shock Absorbers	Full Page	B.W.	30
85	Trico Windshield Washers	Full Page	C.C.	30

*Advertisements printed in run-of-book color; i.e., red and black, are designated by symbol R.B. Any other commercial color and black by C.C. Four color advertisements are shown as 4C. Black and white as B.W.

in four colors. Six used black with color other than red, while seven were run-of-book color; that is, black and red. Seven ads were black and white displays.

Among the 20 highest scoring advertisements, the range in readership was from a low of 30% to a high of 52%.

The 10 highest scoring black and white advertisements had a range of 26% to 52%.

The 10 highest scoring color advertisements had a range of 31% to 42%.

Is Position Important?

Eliminating the spreads, there were 19 high-scoring advertisements, of which 7 appeared on left-hand pages, 12 on right-hand pages. Among the 10 highest scoring black and white advertisements, 5 were on left-hand pages, 5 on right.

The study indicates that if an advertisement is interesting it is going to be read no matter where it is placed, and that the frequently repeated insertion order, "Right-hand page well

forward urgently requested," is an unnecessary plea.

What about position "well forward?" Does such a position induce greater reading? Let's take a look at the 21 leading advertisements. Fourteen out of the 21, or 67%, appeared in the second half of the book.

So while the advertisement which was first in reader interest appeared on page 1, the great majority of well-read advertisements were toward the back of the book.

Here is a score sheet of the 20 highest scoring advertisements:

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DISTRIBUTE YOUR CONSUMER LITERATURE DAILY

AND DIRECTLY-PUT IT IN HOME OWNERS'

CATALOGS! DON'T MISS THIS CHANCE TO MAKE

SALES! DON'T LET INFORMATION-HUNGRY HOME

PLANNERS SAY "WHERE'S YOURS?"

ACT NOW TO BOOST YOUR '49 SALES!

Home Owners'
Catalogs is a
consumer catalog
distribution service
of the F. W. Dadge
Corporation.

119 W	Owners' (est 40th : ork 18, N	Street		,
How a	can Home	Owners'	Catalogs	make
Name.	######################################	100000000000000000000000000000000000000	: Title.	
1 "	Address	****************		

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MAN. AGEMENT. Please order from your book store or direct from the publisher.

Route Sales Management. By Fred De Armond and George N. Graf. Published by Moore Publishing Co., 9 East 38th Street, N.Y.C. Price, \$5.00, single copy; five copies, \$4.75 each; 10 copies, \$4.50.

Now the route sales manager has a business bible. The route s.m.—who serves such businesses as laundries, dry cleaners, linen suppliers, bakeries, milk dealers, etc.—will find, in this book, that his position is fully and authoritatively covered. The book is a guide for managers who must depend on route salesmen for business volume and continued profit. There's good information on how to organize and plan route sales and special chapters on quotas, aptitudes, cost analysis, truck operation, compensation, incentive, and advertising planning.

Dartnell Short Course in Business Correspondence. Published by The Dartnell Corp. Price, \$6.00.

Here's a series of seven paper-bound books, nicely boxed, on the art of developing better business letters. Dartnell is justly famous for its Better Letter Bulletins, its Better Letter Clinics held throughout the country, its annual gold medal awards for the best business letters of the year. This series of seven books is the fruit of the publishing corporation's knowledge on the subject of business letters that get more business.

Journal-Bulletin Almanac. Published by The Providence-Journal Co. Price, 40 cents.

Everything about little Rhode Island—its industries, agriculture, elections, wholesale trade, population, and events of the year—is included between the covers of the *Providence-Journal's* 1949 Almanac. There's a business directory with listings by towns, but not by classification.

Antitrust Law Symposium. Published by Commerce Clearing House, Inc., New York, 1, N. Y. Price, \$2.00.

This paper-bound book contains basic trends under the Federal antitrust laws—the Sherman, Clayton, Robinson-Patman and Federal Trade Commission Acts. The various acts and laws are discussed in a series of papers, by such men as Bruce Bromley (Sherman Act), Edwin B. George (Delivered Price Problem), and contains an introduction by Charles Wesley Dunn, and an address by the Attorney General, Tom C. Clark. There is also a round table discussion of delivered prices under the Federal Trade Commission Act and under the Clayton Act as amended by the Robinson-Patman Act, with debate as to whether Congress should clarify the amended Clayton Act.



MAIN ENTRANCE TO THE GREAT HARDWARE MARKET

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MARKETS

FAST ... HEA



TODAY IN BALTIMORE

Typical new dwelling units for 7,354 families, already occupied or under construction . . . 10 new shopping centers operating or being erected.

Changes like these in population, in re-location of shopping centers and shopping streets mean

changes in shopping habits, changes in sales potentials. And these changes are taking place today in Baltimore, every day in major markets across the country. Changes that require a constant "up-todateness" of sales strategy. For in changing markets, yesterday's sales program won't produce today's sales. You need today's market facts today

HEARST ADVERTISING SERVICE THE CHANGING MARKETS

H.A.S. men have their fingers on the "sales nulse" of the ten major markets across the country which they represent. They've charted, classified, evaluated these markets block by block. Know the changes taking place constantly as population shifts, as retail areas move, as traffic is rerouted, as buying habits change.

As a result, the Hearst Newspaper Research and Marketing Departments' "Marketing Aids" have proven helpful to many sales and advertising executives. Perhaps, we can be of service to you. To investigate the possibilities, call or write the H.A.S. man nearest you today!

MARKETING AIDS

COMMODITY SURVEYS

Spotlight the brand distribution and sales rank data of leading commodities among representative retail outlets in ten Hearst

cities. Conducted by the Research and Marketing Departments of Hearst Advertising Service.

MARKET ANALYSES

Market detail on population, sales, industries and other characteristics including comparative coverage of all newspapers in each of ten markets.



TEN MARKET STUDY

Includes general characteristics, vacation activities, product rank at consumer level for general household items, food items, cosmetics and toiletries in ten major markets.

AUTOMOTIVE STUDY

Indicates consumer likes, dislikes, buying habits, shopping habits and brand preferences for various commodities. Sponsored by Hearst Newspapers in ten major markets, conducted by Alfred Politz Research, Inc.



SALES OPERATING CONTROLS

Specific, flexible, practical, usable. 541,604 city blocks walked and analyzed 445,456 retail outlets and 3,037 shopping centers and streets located, to evaluate the sales potential of each of nine great markets.

KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Hearst Advertising &

Herbert W. Beyea, General Manager . 959 8th Avenue, New York 19, N. Y.

Offices in principal cities representing Vork Journal-American

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Baltimore News-Post American Pittsburgh Sun-Telegraph San Francisco Examiner

Detroit Times Boston Record-American Advertiser Chicago Herald-American Albany Times Union

Los Angeles Examiner Seattle Post-Intelligencer





Must Industrial Sales Manuals Be Dry As Dust?

BY TERRY ARMSTRONG

Pennsalt says "no" and comes up with a sparkling edition for its Special Chemicals Division to prove its contention. The use of color, variety of page layout and clear, concise text illustrated with cartoons make it easy to absorb.

Sales manuals treating with procedures of highly technical industrial selling have a tendency to be dry of content as well as cold in appearance. Not so the new manual recently distributed to the sales staff of the Special Chemicals Division, Pennsylvania Salt Manufacturing Co., Philadelphia, manufacturers of metal cleaners and finishers for scores of industries.

Because it is a model of simplification and is made alive with clever, amusing cartoon illustrations and variety of page layout, it is inviting and understandable even to persons who have never been concerned with cleaners and finishers for a strictly industrial market.

The manual's outer wrapping is a loose leaf Leathercraft, zipper-equipped binder that a salesman can conveniently carry. Not only is this work designed as a sales reference and guide but also to serve as a selling tool for the salesman when he is actually interviewing a customer or prospect.

The contents are printed in several colors on colored pages—some salmon, some yellow, blue, gray and cream.

Serving as an introduction are two brief messages. The first signed by Leonard T. Beale, president of the parent company, emphasizes how important it is for the salesmen to do well for themselves and to represent the rest of the Pennsalt family as they would like customers to see them.

The second message, signed by George B. Beitzel, vice president in charge of sales, stresses the importance of sales to the company's entire personnel. It points out that there is one salesman for approximately 25 other employes, and thus in a sense it is the salesman's responsibility not only to keep his own family enjoying the good things of life but to see that the other 25 Pennsalt employes are enjoying a good living.

Mr. Beitzel summed it up, "I would like to have you consider your-

selves the Front Line of Action in the ever present battle of economic betterment."

Immediately following is a page devoted to the history of the Division. It is outstanding for its lack of verbiage. This page features only four pictographs depicting the growth in 12 years of the Division in terms of number of salesmen, total tonnage of materials sold, total dollar volume, and number of products in the line.

The first section of the manual (salmon stock printed in black and white) deals with the Division's specialty acid cleaners, PM-90 and PM-95. In bold type appears the question, "Why a specialty acid?" In less than 30 words of copy the answer is given, "If three words were chosen which would best explain the use of specialty acid cleaners in industry today, they would be service, safety, and savings—the three S's in SucceSS."

On the following page these selling points are explained in six brief paragraphs. As for *service*, the copy states that Pennsalt maintains a staff of technical representatives who stand ready to help a customer with his particular problem. The copy also states that the uniformity of Pennsalt products assure the user that he can depend on the same quality and performance time after time.

As for the safety factor it is pointed



YOU SEE IT ALL when your lomm films are projected with the

RCA:400"



• In educational, business and industry films it is not the scene that counts most. It is how forcefully and how vividly the picture is presented on the screen that determines whether or not the scene will be noted and remembered.

Intimate close-up shots—projected with the RCA "400"—show the minute parts of a subject forcefully, exactly, in crisp detail. For example, the roundness of the dewdrops on a lily . . . the delicate toned curved petals, pictured above—you see them all so vividly . . . so lifelike.

With the RCA "400" projected pictures

are crisply brilliant . . . sharply defined to the edges of the screen . . . outstandingly clear in detail. Voices, music and sound effects are reproduced with dramatic realism. RCA "400" projection increases the intensity of the screen image . . . creates greater interest in the film . . . strengthens audience response.

Before you buy any 16mm sound projector—see and hear the RCA"400". Let your eyes and ears decide why the RCA "400" assures you of the utmost in 16mm sound film projection. Fill in and mail coupon for more detailed information.

First in Sound ... Finest in Projection



RADIO CORPORATION OF AMERICA ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: RCA VICTOR Company Limited, Montreal

VISUAL PRODUCTS (Dept. 79D) Radio Corporation of America Camden, N. J.

City_

Please send me complete information on the RCA "400" sound motion picture projector.

State



When WMC was born to the
Commercial Appeal back in 1923, the
Memphis NBC outlet fell heir to all
the prestige and dignity that comes with
one hundred and nine years of loyal and
faithful service to the people of Memphis and
the Mid-South. What a blessed event! —
for you — the advertiser, and the
499,379 radio families who await your message!

WMC

NBC • 5000 Watts • 790

WMCF WMCT

50 KW Simultaneously Duplicating AM Schedule First TV Station in Memphis and the Mid-South

> National Representatives • The Branham Company Owned and Operated by The Commercial Appeal

out that by the inclusion of a stable and carefully compounded inhibitor, safety to processed parts of industrial equipment is assured as there is no danger of over-pickling or metal attack.

On the matter of savings it is explained that the two biggest expenses suffered by metal finishers are from acid loss and acid attack on the base metal being processed. One is predicated on the other to a large extent, therefore prevention of base metal attack by inhibitors is the main factor in lowering costs which produce savings.

Then there is a special paragraph, set in bold type and sprinkled with cartoon spots, which plays up a strong additional selling point. It reveals that besides including an inhibitor, Pennsalt also has added wetting and acceleration agents. These agents insure more rapid cleaning and freer rinsing, thus speeding up the cleaning cycle and reducing acid dragout.

The next page titled "The Prod-

paper work



REPORTS AND RECORDS required of the salesmen are fully explained. Some examples of good, mediocre and bad reports are provided, too.

uct" treats with the chemical character of Pennsalt PM-90, its physical appearance, weight per gallon, and the carboys in which delivered. It also lists the materials on which it may be used. All this information is condensed into seven short paragraphs averaging about five lines each.

Several pages then cover PM-90's many descaling applications. The various cleaning methods are made clear—circulatory, soaking, immersion and spraying. For instance, for boilers, heat exchangers, bottle washing machines, screens and filters, and water storage tanks cleaning directions are concise and can be digested at a glance. Directions include the proper concentration of PM-90, temperature, and length of time of cleaning operation.

Pickling and stripping are discussed in the brief style characteristic of the



Introducing a new service to American business by the producer of fine business paper watermarked...

HOW

put sock

Not just the finest paper ...

Not just the quality printing ...

Not just the expert typing ...

The Real Pay is what

KIT TAKES ALL 4 FOR MONEY-MAKING MAIL

Here's a way to put new life in your business letters . . . more power in your pen . . . more money in your pocket. How? Read MONEY-MAKING MAIL. the series of free, new booklets "by Fox River" that will teach you the secrets of the letter experts.



Cotton-fiber Bond, Onion Skin and Ledger "by Fox River" — crisp, clear and sturdy fine paper that rep-resents you well.

You'll learn how to make your words reach out and pull business prospects right into the center of your thinking. You'll learn to do it easily with a fresh, friendly approach.

First booklets - the story of MONEY-MAKING MAIL and How to Put Sock in Your First Sentence - are waiting for you right now. So follow the lead of other successful business men. Learn how to put more pay in what you say. Write today — all booklets free!

Dr. Robert R. Aurner **Director, Better Letters Division** Fox River Paper Corporation

Author of the Money-Making Mail booklets, Dr. Aurner is a nationally-recognized letter authority. For 18 years he was ranking professor of business administration at the University of Wisconsin and member of the Lecture Bureau. His many books on the art of letter writing are widely used. He has helped thousands of successful business men. He can help you.

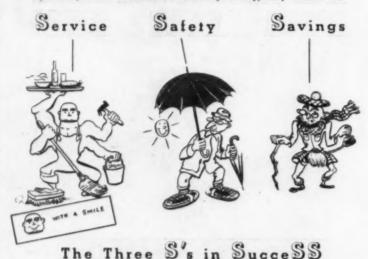


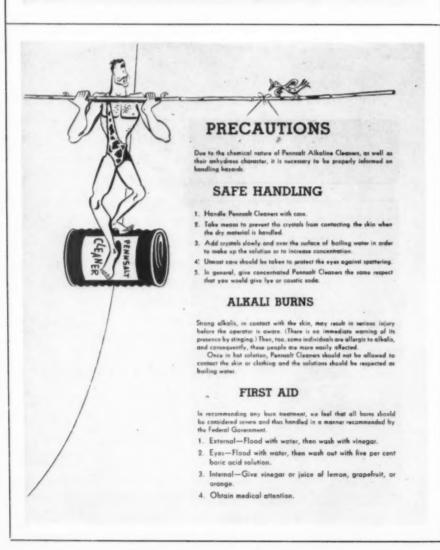
APPLETON, WISCONSIN

"Money-Making Mail". I'm attaching our letterhead with this coupon.

Why a specialty acid?

If three words were chosen which would best explain the use of specialty acid cleaners in industry today, they would be





manual's entire text. First, pickling **n** defined as the removal of oxides from a process part by an acid or acid cleaner prior to a finishing operation. It is explained that in a pickling application the concentration and temperature of PM-90, as well as the time involved, depends on the object to be cleaned and the amount and nature of the soil present.

Stripping is defined as the chemical removal of coated or electro-deposited metals from a base. Pennsalt PM-90 is recommended for stripping zinc, cadmium, chromium and tin from steel. As in pickling, amount and temperature depends on the specific job on hand.

There then follows a collection of service and demonstration report forms featuring case histories where PM-90 did outstanding jobs. For instance, a report form states the customer's problem, equipment the customer used, former methods, Pennsalt's method, and the results obtained.

More salmon colored sheets treat with the control of Pennsalt PM-90 solutions and charts for guides are included.

Even the subject of safe handling and use of PM-90 is not overlooked. First aid instructions for acid burns are given. There is also information on the proper handling, opening and emptying the chemical's carboys.

The final pages of this first section deal with the product's competitive situation and reveal its excellent position in the market. Success stories and an impressive list of important companys that are PM-90 customers are featured.

The second part of the section treats with the product, Pennsalt PM-95, and follows the pattern of the first part to a considerable degree. That is, the product, its applications, and control are defined and explained in a style marked for its brevity and clarity. Like the first section it is liberally illustrated with cartoon sketches. Case histories of successful applications of PM-95 are included.

The first part of the second section of the manual (blue stock printed in black and white) deals with the Division's many alkaline cleaners and strippers. It is arranged so that both salesman and customer can readily spot the type of cleaning method re-

ARRANGEMENT OF THE COPY and liberal use of humorous illustrations make for easy interpretation of each section's particular message. The three color effect of the pages enhances the manual's appeal.



TWO STARTLING FACTS YOU SHOULD KNOW !

ONE ...In Cleveland, WGAR alone shows a significant increase in audience! The above graph tells the story. Latest listener reports* of the 1948-49 Fall-Winter season compared with the same period in 1947-48 show that only one Cleveland station, WGAR, has gained listeners this season over last year!

TWO ... WGAR delivers more Cleveland listeners than any other station! In the 1948-49 Fall-Winter reports*, WGAR has maintained first place in total rated time periods.



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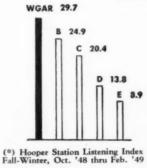
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That's why... for a real selling job in Northeastern Ohio... you need...

WGAR

Represented Nationally by EDWARD PETRY & COMPANY

50,000 WATTS . CLEVELAND

Your Salesman knew the score on local advertising better than your dealer!



Paste-ups-for-Salesmen is another unique service of Advertising Checking Bureau—which reads every advertisement published in daily and Sunday newspapers:

In this service, your dealer's advertisements are clipped and pasted in direct comparison with the advertisements of your competing dealers in the same locality. Total ads and linage figures are summarized and shown. A monthly report "by City" and "by Territory" is part of the service.

Your salesman then has all the evidence per-

taining to all dealer advertising in that city. He can show your dealer exactly why the advertising is sufficient—or insufficient—and what should be done to bring the sales up to par. This is but one of the ACB's 12 Newspaper Research Services—each filling a specific need in the advertising and sales departments of any company whose dealers, or competitors, advertise in daily newspapers.

Any of these services may be ordered on a nation-wide or limited-area basis. All may be ordered continuously or periodically.

SEND FOR FREE ACB CATALOG!

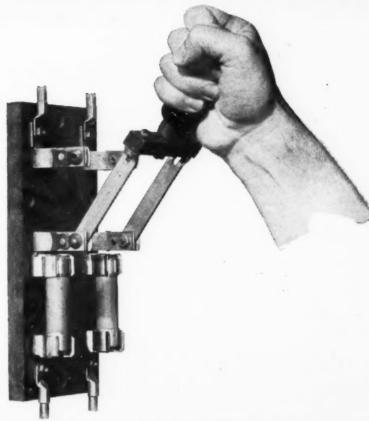
A CONTRACTOR OF THE PARTY OF TH

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

CHICAGO (5), 538 South Clark Street

NEW YORK (16), 79 Madison Ave. . SAN FRANCISCO (5), 16 First St.





concentrated

POWER

with First 3's

SUNDAY PUNCH

Give your advertising CONCENTRATED POWER in the Important Industrial North and East. FIRST 3 MARKETS GROUP delivers 50% average coverage of all families in 1658 cities and towns which account for one-half of the total U.S. retail sales.

the group with the Sunday Punch FIRST 3
MARKETS GROUP

New York Sunday News Chicago Sunday Tribune Philadelphia Sunday Inquirer

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbils 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043

San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 13, Cal., 448 So. Hill Street, MIChigan 0578

quired for the customer's particular problem. A single illustrated page covers each of the five major cleaning (or stripping) methods. Listed at the bottom of each page are recommendations, product-wise, for the job on hand.

Briefly, these methods are (1) soak tank, (2) power washer, (3) electrolytic cleaning, (4) steam gun cleaning, (5) tumble barrel cleaning.

Here, too, case histories of Pennsalt products' performances are an

important feature.

This second portion of the manual also presents the story on the Division's manual cleaners. Prefacing the copy is this important reminder for the salesmen, "Every plant you call on uses some maintenance cleaner." Case histories are provided to back up the salesman's sales talk.

Competition Made Clear

The competitive situation in the alkaline field is discussed. In addition, because the Division wants the sales staff thoroughly conversant with the situation, its important competitors are listed.

The Division sums up for the men Pennsalt's position against most of

the field as follows:

1. Basic producers.

2. Uniform products.

3. Service by highly qualified men available at point of consumption.

4. Constant and continual source of supply.

5. Research facilities available for customers.

6. Low costs.

A page each is reserved for Pennsalt aluminum cleaners and Pennsalt solvent emulsion cleaners. Here again the techniques of the various applications are made plain and proof of product performance is provided.

Application Chart

As with the products PM-90 and PM-95, instructions are given for the safe handling of alkaline cleaners and first aid directions for the treatment of alkali burns.

A most important feature of this section of the manual is the alkaline cleaner application chart. It functions as a valuable time-saver. It enables both the salesman and the customer during the interview instantly to detect the type and nature of compound required for a specific mode of industrial cleaning. Customers frequently request this double spread for their personal use. While the salesman cannot remove the chart from his manual he can assure his client of the information he needs.

On the next page is a list of nationally known companies using Pennsalt alkaline cleaners. It is interesting to note that included in this information are the names of the field representatives servicing these major industrial accounts.

There then comes a section (gray stock printed in white and black) on Pennsalt Pennpaints. Pennpaint is a chlorinated rubber based coating material designed entirely for corrosion and erosion resistance. It is designed to give maximum chemical and mechanical protection with color a minor consideration. It is supplied in three forms—Pennpaint No. 1 Primer, Pennpaint No. 1 Clear Lacquer, Pennpaint No. 1 thinner. Besides describing the products this single page also explains their various applica-

Trade Jargon Featured

The next subject to be treated is the paper work required of the Division's field men. Noteworthy features of this section are the examples of good, mediocre and bad service and demonstration reports.*

There is a three-page section (cream stock printed in black and green) outlining the Division's advertising policies and activities and explaining how they can best serve a Pennsalt field man and thus the com-

The back pages of the manual include a photograph of the eight plants of the Pennsylvania Salt Manufacturing Co. and a glossary of terms used in the metals cleaning industry. There is also a special list titled "Trade Jargon."

The rear pocket of the binder contains a sheet for comments on the manual from the salesmen and for suggestions on additions and improvements.

While many of the executive staff (and salesmen) worked hard on the development of this sales aid, the main responsibility for executing it fell on the shoulders of Bryce Gray, Jr. assistant manager of advertising.

According to Mr. Gray, who is specializing in the motivation of salesmen, the manual will never be finished. It will be added to, modified. and improved upon wherever any revision is deemed expedient.

To date approximately two years of development work and \$5,000 have been invested in this industrial selling

tool. * See SALES MANAGEMENT, October 1,





Nothing tempts the appetite like true full color. And Strietman's Rainbow Assortment of fine cookies sells faster in the colorful new Milprint package that looks as good as these delicious cookies taste.

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If you make a packaged product it will pay
you to talk to your local Milprint man
and get his suggestions for package improvements.
He works with the widest choice of packaging
materials and printing processes available
from a single source. He commands a large staff
of the nation's foremost creative packaging artists.

The services of these specialists are yours at no extra cost so why not call or write today!

*This insert produced by Milprint, Inc., Lithographing Division.





GENERAL OFFICES, MILWAUKEE, WIS.
SALES OFFICES IN ALL PRINCIPAL CITIES

MILPRINT Helps You All the Way

Milprint's merchandising experts will help you build a complete merchandising campaign around your package line with well planned lithographed displays, booklets, broadsides — all types of printed promotional material.



Printed Cellophane, Pliofilm, Acetate, Foil, Glassine, Plastic Films, Lithographed Displays, Printed Promotional Material. the Sun-Times



the Sun-Times...moves



the Sun-Times...moves...the goods!



For instance - jewelry

Chicago's retailers of jewelry measure newspaper advertising power by RESULTS at the cash register. In 1948 RESULTS led them to choose The Chicago SUN-TIMES to carry more than a half-million lines of their total newspaper advertising linage—more than they placed in all other Chicago newspapers combined. These merchants know the Chicago market intimately. The Chicago SUN-TIMES is their consistent first choice for broad coverage, high ad-visibility and response that pays off at the cash register. Why not profit by their experience in making up your Chicago newspaper schedules?

% PUBLISHED - Total J	lewelry	Linage	957,860
SUN-TIMES		58	9%
HerAmer.		21	.2%
Tribune		16	.5%
Daily News		3	4%
(Media Records, Feb.	1-Dec. 3	1. 1948)	

TOTAL CIRCULATION 643,339

Average Net Paid Daily 643,339

From Publisher's Statement to ABC, 9/30/48

In Chicago...the SUN



TIMES moves the goods!

MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

WHAT EXECUTIVES THINK OF Aptitude Tests

Dr. J. Robert Hilgert of the Pennsylvania State College sent questionnaires to 3000 companies selected from the the Standard Advertising Register, asking questions about experience in using aptitude tests with salesmen. A similar study made in 1945 shows that 10% of the respondents used these tests; the figure has increased to 18% today.

Among those reporting on experience with aptitude tests:

QUALITY OF SALESMEN

Has improved quality
No improvement
Just started to use tests

TURNOVER

Reduced by tests
No improvement

SUPERVISION

Made easier by tests

No improvement

Just started to use tests

TRAINING

Made easier through aptitude testing
No improvement
Unable to appraise

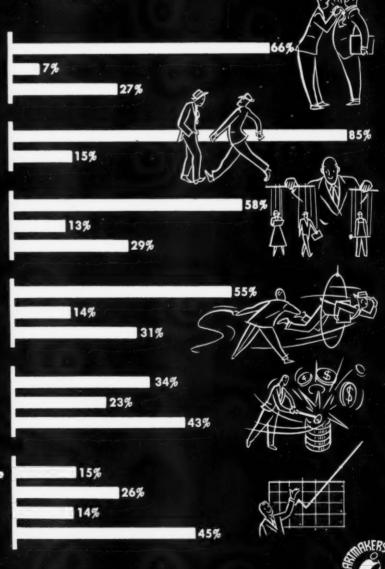
REDUCED SELLING COSTS

Reduction made possible
No improvement
Unable to appraise

INCREASE IN VOLUME

Great increase in average sales volume Somewhat of an increase No increase Just started to use tests

Sales MANAGEMENT





"That's Our Circulation Manager"

Ray Marx, Los Angeles Times circulation manager, has plenty of reason to do cartwheels. The Times has the largest daily circulation in the West (412,319) and the largest paid home-delivered circulation too. On Sundays, the figure becomes a whopping 789,333. If you're an advertiser looking for action in the nation's third largest market, you'll join Mr. Marx in a handspring.

LOS ANGELES TIMES

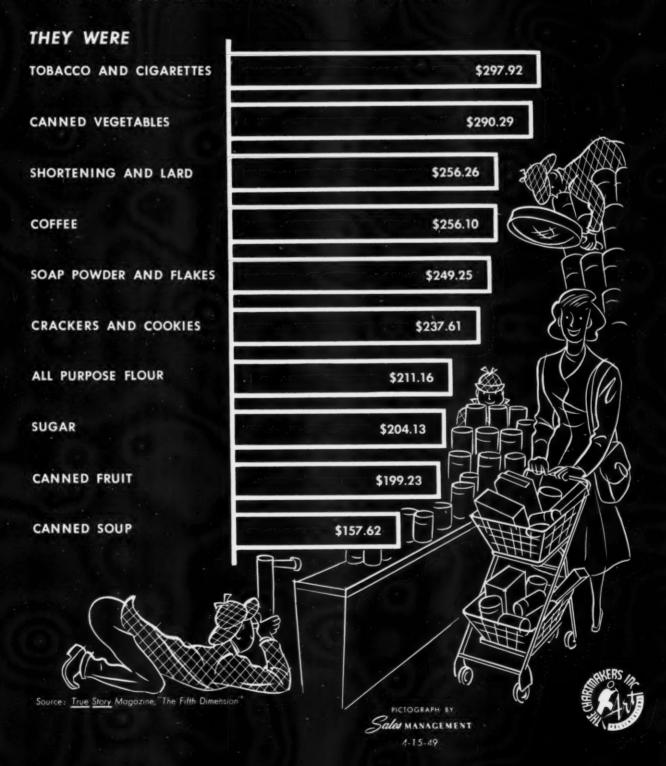
REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO

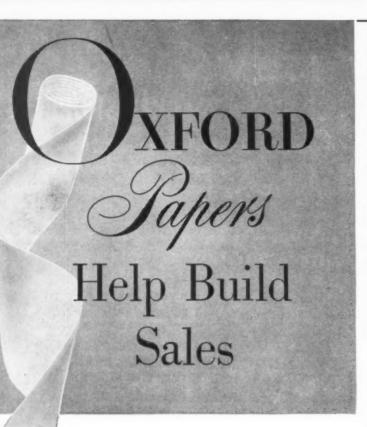
10 BIGGEST ITEMS

OF SUPER MARKET SHOPPERS

Investigators of A. S. Bennett Associates inventoried the shopping bags of 1,125 Springfield, Mass. and Youngstown, Ohio housewives as they came from super markets. Omitted were the casual and fill-in shoppers whose purchases totaled less than \$2.00. The study covered the purchases of dry grocery store products only.

The 1,125 shoppers spent \$5323.38 on dry groceries, an average of \$4.73. The 10 items leading in amount of money spent, accounted for \$2359.57, or 44% of the total.





Oxford Papers in a full range of coated and uncoated grades are designed to help your printed products build more sales—they give an extra quality to the finished job that assures profitable results

YOUR OXFORD PAPER MERCHANT IS A GOOD MAN TO KNOW

Oxford paper merchants make it their business to meet your needs promptly—with the right paper for your job—from stocks in 64 principal cities, coast to coast.

Oxford Paper Company, 230 Park Avenue, New York 17, N. Y.

Oxford Miami Paper Company, 35 East Wacker Drive, Chicago 1, 1ll.

Mills at Rumford, Maine and West Carrollton, Ohio



Albany, N. Y	Albany, N. Y				W. H. Smith Paper Corp.
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We offer you a "package deal" in the production and use of your television commercials on film.

Here's how the deal works:

In our modern film production studios, we will "shoot" your commercials in a way that will permit their use for television and also their use on the screens of movie theatres.

You arrange your own television station contracts and we will arrange (through your Agency) to show your commercials as Spot Movies in any one or all of the 13,000 theatres that screen Spot Movie Ads.

The advantages of this "package deal" to you are that you reach more people with your commercials on film and, at the same time, reduce the production cost-per-showing of each film.

Our Member Companies' 30 years of experience in producing Spot Movie Ads are your assurance of getting the maximum return from your film ad expenditures.

Write or telephone us today. All recognized advertising agencies will be fully protected.



NATIONAL OFFICES CHICAGO

NEW YORK 70 E. 45th St. 70 E. 45th St. 333 N. Michigan Ave.
one: MUrray Hill 6-3717 Phone: ANdover 3-3022

KANSAS CITY 2449 Charlotte St.

CLEVELAND Phone: Main 9333 NEW ORLEANS 1032 Carondelet St. Phone; Magnolia 4545

SAN FRANCISCO 870 Market St. Phone: YUkon 6-6164

MEMBER COMPANIES

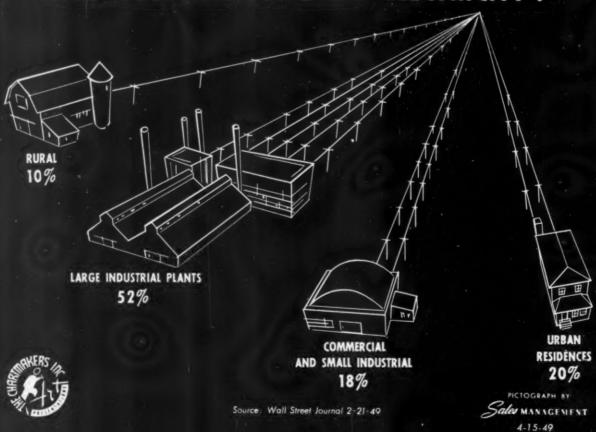
UNITED FILM SERVICE, INC. . MOTION PICTURE ADV. SERVICE CO., INC.

TWO-THIRDS OF PROFITS REINVESTED

More than \$13 billion of 1948 profits were plowed back,—to rebuild and improve plants and equipment . . . so that workers may have better tools with which to work, better surroundings in which to work.

PROFITS REINVESTED	% OF TOTAL PROFITS	
\$2.6 billion	31%	
\$1.2 billion	24%	
\$5.9 billion	57%	
\$5.2 billion	53%	
\$4.2 billion	47%	
\$6.9 billion	55%	
\$11.2 billion	62%	
\$13.0 billion	65%	
	REINVESTED \$2.6 billion \$1.2 billion \$5.9 billion \$5.2 billion \$4.2 billion \$4.2 billion \$11.2 billion	\$2.6 billion 31% \$1.2 billion 24% \$5.9 billion 57% \$5.2 billion 47% \$6.9 billion 55% \$11.2 billion 62%

WHO USES THE MOST ELECTRICITY?



What's Happened MARKETFACTS No. 27 to Selling and Administrative Costs?

They've gone up, of course. The figures on the chart below present a comparison between 1942 and '47 in a select group of industries... showing an over-all increase of 65% in sales and administrative costs.

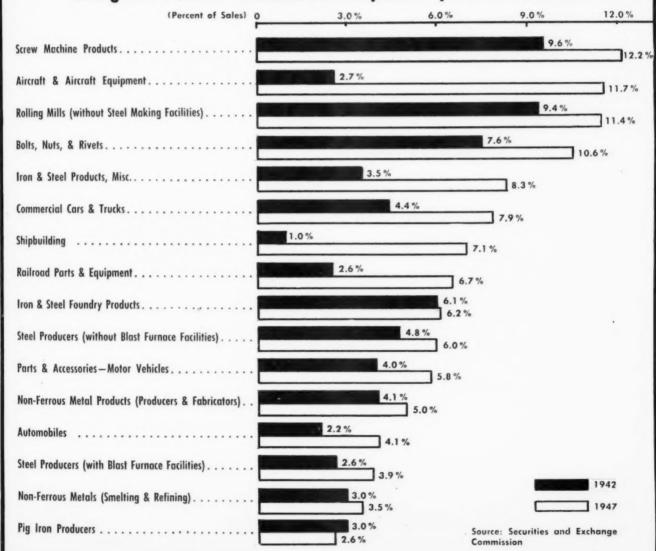
These percentages indicate the need for a careful examination of the most efficient methods and tools which can be utilized to reduce

selling expenses.

Have you fully explored the possibilities of a more intensive application of the high speed, low cost tools of advertising? Write us for a copy of "ORDERS AND HOW THEY GROW."

Similar information on other industries is available from the Securities and Exchange Commission survey of America's listed corporations.

Selling and General Administrative Expenses up 65% in 6 Years



McGraw-Hill Publishing Company, Inc.

330 West 42nd Street, New York 18, N.Y.

One of a series of advertisements that serve as guide-posts to business.



Advertisement

AVERAGE INCOME of Families and Individuals

The government, through scientific sampling, can determine with reasonable accuracy the median income of families and individuals living alone. Unfortunately, no data exists for making similar estimates on state, counties and cities. SALES MANAGEMENT, therefore, in its May 10 Survey of Buying Power is forced to use a straight arithmetical average (total income divided by total families).

In 1948 this average U.S.A. family income was \$4,531 as compared with the government's median figure of \$2,854 for the previous year. The variation between an arithmetical average and the median is most pronounced in farm families. The nation's 5,859,169 farms in 1948 had a gross cash income from farming of \$31.6 billions, an average of \$5,394 per farm.



THREE GROUPS OF FARMERS

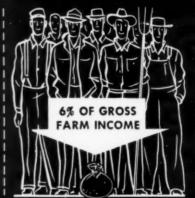
The farm income figures above gain added significance when farms are divided into three equal groups.



THE UPPER THIRD



THE MIDDLE THIRD



THE LOWEST THIRD

Source: Dr. Vergil D. Rend The J. Walter Thompson Company





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Buy Rev Ser othe figu cup

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Promotion

Market Data

Rockford Consolidated Newspapers, Inc., (publishers of Rockford Morning Star and Rockford Register-Republic) have prepared and are distributing upon request, a standard market and media data folder for Rockford, Ill. The folder makes use of such sources as S.M.'s Survey of Buying Power, Collector of Internal Revenue, Illinois State Employment Service, Chamber of Commerce and others, for statistical matter contained in the folder. You'll find authentic figures for a host of vital statistics: population, homes, bank deposits, occupations, retail trade, etc.

California's in Again

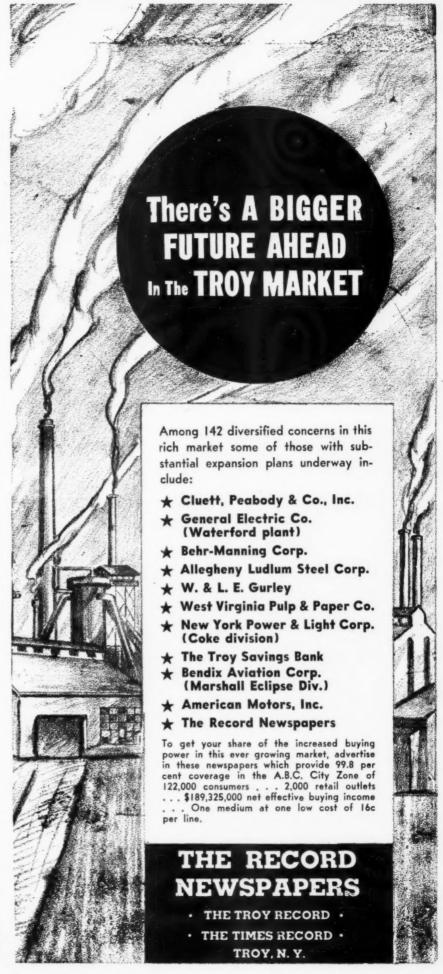
Want a review of Southern California's business potentials through to 1950, pictured against the background of the national economy? The Los Angeles Examiner has reprinted a presentation, "Look! No Crystal Ball," made by William Dover (manager, business research for the newspaper) before The Advertising Club of Los Angeles on the subject. The address has been handsomely bound into booklet form, and is illustrated with charts and graphs on such subjects as consumer spending power (over a 12-year period, from 1939 projected through 1950), consumer expenditures, savings and taxes.

Parents' Annual Report

The Parents' Magazine will send you a copy of its annual report, which stresses such points as these: The magazine has jumped its circulation to more than 1,200,000; advertising revenue has risen to more than \$4 million. Both figures are the highest in the publication's history. The Parents' Magazine, 52 Vanderbilt Ave., New York, 17, N. Y.

"Light Construction" . . .

er's booklet which analyzes the facts, market potentials, practices, habits, distributive channels of the residential, commercial, and farm construction industry. The booklet is a careful study of all fields of construction (There's even a section on how a house is built.), including standard practice in home building, distribution of non-farm home building—1945, '46, '47, and how to reach the men with full authority to build and buy in light construction. The booklet is available from the publication: 30 Church Street, New York 7, N. Y.





If you or a the list So the list show

"Bedits read data

better to see with!

better to see with!

cuite.

If you're looking for a better way to button-up the Chicago market or a quicker way to open up new sales channels, get a close-up of the big part of Chicago that's yours in the Herald-American.

So that you can see exactly who your advertising reaches and sells, the Herald-American offers a complete breakdown of its readership showing age, sex, family status and employment.

A PRIZE WINNING MARKET STUDY

"Because of the reliability and validity of the techniques used in its preparation", the Chicago Herald-American's analysis of its readers' characteristics received First Award for the best market data in the 1949 Editor & Publisher Promotion Awards.

A Close-Up OF THE BIG
PART OF CHICAGO
THAT'S YOURS IN THE
HERALD-A MERICAN

*872,783 FAMILY HEADS

HERE IS A CLOSE-UP OF THE CHICAGO HERALD-AMERICAN'S BIG FAMILY MARKET

	EVENING		SUNDAY
*872,783	Family heads in Metropolitan Chicago read the Herald-American — 369,637 husbands and 503,146 wives.	*1,073,772	Family heads in Metropolitan Chicago read the Sunday Herald-American—448,522 are husbands 625,250 are wives.
37.6%	of ALL family heads in Metropolitan Chicago read the Herald-American.	46.2%	of ALL family heads in Metropolitan Chicago read the Sunday Herald-American.
4.1	is the average number of persons per Herald- American household—17.1% more than the average for Metropolitan Chicago (3.5).	4.07	is the average number of persons per Sunday Herald-American Household—16.3% larger than the average for Metropolitan Chicago (3.5).

These figures are from a recent survey by Alfred Politz Research Inc., which shows that Chicago Herald-American readers are younger, buy for larger households, and live in homes having an 18.4% higher median rental value than the median for Metropolitan Chicago. For a close-up of the big part of Chicago that can be yours, write for a copy of "Characteristics of Chicago Herald-American Readers."

Chicago HERIAID-AMERICAN

ATIONALLY PEPPESENTED BY THE HEARST ADVERTISING SERVICE

there's A
Champion

PAPER FOR EVERY PRINTING NEED



KROMEKOTE

For excellent reproduction with catalog covers, post cards and inserts, or for packaging and labeling quality products, this cast coated stock is ideal.



SATIN REFOLD ENAMEL

Meets every requirement for quality publication and advertising printing thanks to top-grade enamel coating, folding strength and its receptivity to ink.



ARIEL COVER

Particularly effective for catalog covers, cards and displays. Available in white and eight colors, and in various weights, sizes and special finishes.



SPECIALTY PAPERS

Champion's specialties include bonds, business papers, envelope, post card and papeteries . . . all excellent reasons for you to specify Champion.

FOR TOP QUALITY IN A BROCHURE CHOOSE



Wedgwood Offset

Brochures are alive with sparkle and punch when they're printed on Wedgwood Offset—Champion's quality paper for lithographic work.

Photographic reproduction is crystal-clear in a brochure printed on Wedgwood. Colors are vivid, artwork effective, and the type is crisp and clean. Then, too, there's an impressive look, an expensive feel to Wedgwood Offset that come only from years of lithographic research and development. Adaptable to nearly every offset requirement, Wedgwood is available in both coated and uncoated grades, and in a variety of weights and finishes.

Mills at Hamilton, Ohio; Canton, North Carolina and Houston, Texas.

District sales offices: New York • Chicago • Philadelphia

Detroit • St. Louis • Cincinnati • Atlanta • San Francisco

WHATEVER YOUR PAPER PROBLEM . . .

It's a Challenge to Champion!

THE CHAMPION PAPER AND FIBRE COMPANY, GENERAL OFFICES, HAMILTON, OHIO

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Infant Enterprise Bucks Giants, The Story of Rain Drops

What's happened to the independent makers of detergents now that the Lever's and the P. & G.'s are firing their big merchandising guns? This is an account of how and why a West Coast firm has dug into 71 local markets.

Rain Drops, a soapless detergent manufactured by an independent concern, was brought out during World War II, and by 1947 had attained national distribution. But when the major soap companies came back strong, promoting both soap and their new soapless detergents, Rain Drops revamped its distribution to concentrate in 71 local markets. Rain Drops, manufactured by Bu-Tay Products Inc., is well established west of the Mississippi, and holds important territories east of it, notably in New England.

Rain Drops is far from being a war baby; it was planned for by two experienced grocery executives who wanted a product of their own. They developed this detergent in a hotly competitive field, but one where there were opportunities. W. W. Taylor had been a general sales agent, and R. C. Buchanan an auditor. They formed Bu-Tay Products, Inc., Los Angeles, and tested the market for the new product in that city. Its repeat value proved, Mr. Taylor organized an experienced brokerage organization on the Pacific Coast and then worked eastward.

Advertise Nationally

During the war Rain Drops was advertised in magazines such as Family Circle, Woman's Day, Ladies' Home Journal, Woman's Home Companion, McCall's, Good House-keeping. This was all color advertising. Add The American Weekly, the Metropolitan Group of Comics, and more than 300 newspapers, and there was a comprehensive national advertising campaign.

Late in 1946 soap manufacturers caught up with their backlogs of orders, and some of their markets were lost in the disturbed conditions that followed. Backlogs were in the majority duplicate orders from distributors and retailers. These were simultaneously filled, creating surplus retail stocks, and forcing drastic reductions in inventories.

The "soapless soaps" were also lumped in with cat-and-dog brands as Mrs. Housewife welcomed back soap and suds. Rain Drops has practically no suds. It suffered setbacks in some markets, but held others. The "skeleton" method of marketing and advertising was developed by the Bu-Tay Products and its advertising agency, Glasser-Gailey, Inc., Los Angeles.

Bu-Tay does not have a sales organization. It depends on broker cooperation to develop distribution and volume, and delegates most of the sales contact work to its advertising agency. Glasser-Gailey works closely with brokers in each area, presenting well rounded merchandising plans and pointing out to brokers opportunities for special work.

Ask for Teamwork

"Strange as it may seem, it's largely asking for special teamwork that gets merchandising cooperation from newspapers as well as brokers," says Ted Gailey.

Brokers called on Bendix dealers and Mode O'Day shop managers, and merchandised on their own, according to their knowledge of their territories. The "skeletonized" marketing plan, held together by a general merchandising and advertising campaign, gave the co-ordination of a national campaign, without wasting time and advertising in areas where Rain Drops, for the time being, is not available to consumers.

The general tie-in took the form of two contests, in 1947 and 1948, with local promotions tailored to each of the 71 market areas. This was done on the theory, as Ted Gailey puts it, that "all business is local."

A market survey revealed that Rain Drops was among the first 15 nationally sold washing preparations in these markets, including soaps as well as new detergents and the major as well as the smaller manufacturers. These markets were rated by various factors:

First, Rain Drops sales were measured against buying power as shown in SALES MANAGEMENT'S Survey of Buying Power, and Hearst marketing statistics.

Then, hard and soft water enters into detergent sales. Rain Drops always has sold well in soft water territory, but it cracks a hard water market faster.

Geography is another factor. Rain Drops will gain faster in a market where washing machines are common, but has a longer range marketing job where the Negro washwoman dominates; she is conservative about adopting new methods.

Allocate Funds

Buying power figures govern allocation of advertising funds to each market, to support brokers doing an outstanding job, and to stimulate consumer demand where it is believed that sales can be increased.

The general purpose of this budgeting was to stretch advertising money as far as possible and reduce waste to a minimum. It really is not necessary to point out that such a product has to face overwhelming promotion from big soap companies.

The first contest ran from October, 1947, to the following March. It featured first prizes of Bendix home laundries, and second prizes of Kwikee-Fold laundry baskets. A contestant had only to write "Why I like Rain Drops," and send the letter in without boxtop or other conditions. Reuben H. Donnelly Corp. handled all contest details, judged and awarded prizes. The company and the advertising agency were not involved.

The contest was popular—so much so that where four Bendix washers were bought and awarded each month at the start, there were eight at the close

The second contest, from June to September, 1948, featured a three-way tie-in of Rain Drops, Bendixes and Mode O'Day wash dresses, plus a grand prize of an all-electric kitchen. Contestants were asked to name the three "droplet" characters on the Rain Drops package, and to send in a box panel. Prizes were purchased by the company, but there was special merchandising cooperation on the part of Bendix and Mode O'Day.

For advertising, newspapers and

on products? • on prices? on facilities? • on personnel?

REACH CHEMICAL BUYERS WITH IT EDITORIALLY EVERY WEEK!

Get that news to OPD editors before 4 P.M. Friday.

Paper delivered 9 A.M. Monday to majority of 12,000 people who BUY chemicals and related materials. Each weekly issue carries 5,000 to 6,000 current market quotations!

The Whole Week's Round-Up of Chemical News from Seller to Buyer in One Business Hour!

Put OPD on your list for every price change you send your salesmen or distributors.

Put OPD on your list for every news release covering your products, facilities and personnel.



THE CHEMICAL MARKET AUTHORITY **SINCE 1871**

Schnell Publishing Co., Inc. 59 John Street, New York 7

eCleveland 22-H. G. Seed, 17717 Lomond Blvd., Long. 0544 Los Angeles 14-The Robt. W. Walker Co., 684 S. Lafayette Park Pl. Drexel 4338 ● San Francisco 4—The Robt. W. Walker Co., 68 Post Street, SUtter 1-3568.

BAYONNE CANNOT BE SOLD FROM THE OUTSIDE



JUST OFF THE PRESS The new 1949 Issue of
STANDARD MARKET AND MEDIA DATA
for BAYONNE, NEW JERSEY
Prepared in conformity with Standard Market and
Newspaper Data Forms of the BUREAU of ADVERTISING, A.N.P.A. AMERICAN ASSOCIATION of ADVERTISING AGENCIES

- SEND FOR YOUR COPY -THE BAYONNE TIMES

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

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local radio stations were used. The plan was to put special merchandising services behind the promotion and make moderate space produce to the utmost.

Through a questionnaire, newspapers and radio stations were asked in advance of scheduling what merchandising teamwork they were prepared to extend. They were asked

1. Letters on the newspaper stationery to retailers and jobbers, announcing the date and nature of the campaign.

2. Printed bulletins, postcards, etc., to the trade.

3. Solicitation of tie-in advertisements from retailers.

4. Cooking schools operated by newspapers, in which the product could be demonstrated.

5. House-to-house sampling.

Merchandising Service

Of the 71 newspapers queried, 61 had one or more forms of service. The schedule ran in those papers, with perhaps as thorough a merchandising tie-in as most, perhaps more complete because the services were not only available, but they were asked for and used.

The majority of newspapers mailed mimeographed letters to the local trade. These letters were prepared by the advertising agency, giving the names and addresses of the regional Rain Drops brokers. Material describing the contest was enclosed. Some newspapers illustrated the letters with cartoons of the product. Other newspapers mailed printed jumbo postcards or "dealergrams." Some of them sent out both, and one daily newspaper arranged to have contest folders delivered with bills to grocers' charge customers. Radio stations asked listeners to write in for contest blanks. There was good re-

Added to thousands of retail grocery displays, arranged by merchants, built around a contest box for receiving entries, there was active cooperation from Rain Drops brokers, Bendix local dealers, and local Mode O'Day stores.

Brokers working with Bendix dealers arranged displays of the model washer to be given as prizes, with the product as background.

Contest displays were put up in more than 300 Mode O'Day stores throughout the country. These featured wash dresses offered as secondary prizes, with the product as background. In some cases the broker, Bendix dealer and local dress store worked as a three-man team and arranged a display around the washing machine, sometimes animated-showing dresses being washed with the product. Contest blanks were available at these outside displays. Mode O'Day also designed a tag, now attached to every wash frock, recommending the product for safe washing of the garment.

From the first contest letters many testimonials and suggestions were obtained-on the advantages of the product for washing everything. Prize-winning letters were made up into a booklet for the second contest, "Mrs. America Discovers Rain Drops." Names and addresses of contest winners were printed by permission.

Advertising was also adapted to local hard or soft water conditions, which strongly influence soap and softener sales. There can be surprising differences in repeat sales of a water conditioner and detergent such as Rain Drops because of contrasts in water hardness, especially in the West which is traditionally "hard water country." In Rain Drops' home territory, Los Angeles area, water differs from extremely hard to pleasantly soft, not within a mile or two, but according to dry or rainy seasons.

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In fitting copy to territory, the Glasser-Gailey Advertising Agency discovered that more sales information was needed, based on what the product would actually do under widely diverse local water conditions. This need has been made the basis for a consulting laboratory test program now under way.

Advertising: Direct, Practical

Advertising copy spotlighted the prize contests, as the feature of greatest popular interest, and the theme that tied the entire campaign together in the diversified market. It was also written to sell the product regardless of the contest. Advertising for Rain Drops has been direct and practical. It insists that washing can be made easier with Rain Drops whether by hand or in washing machines. The bluing eliminates a rinse. Measuring is not necessary because the bluing colors the water and indicates the correct amount for clothes, dishes, or the bath.

While no figures of increased sales are available, these two contests with their tightly organized merchandising and advertising did do the job that was expected, in a field where competition is all-out, and the competitor with a small advertising and marketing appropriation is likely to be trodden under foot. Budgeting did the

business.



Not the radio variety...

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but real corn—has a great future!... The hybrid varieties that added so much to the farmers' incomes will be obsolete in five years . . . superseded by improved strains with stronger stalks, greater yield, higher protein and oil content, more resistance to drought, pests, disease...and come up earlier, grow farther North.

Possible developments are several small ears on a single stalk ...mutants that resemble grass, grow in dryer soil, produce kernels on spikelets like wheat, can be harvested with a combine . . . stalks that vield sucrose, like Cuban cane or sugar beets . . . and a switch in the starch content could open wide industrial utility in plastics, fabrics, etc. Science and nature promise new prosperity in this old agricultural staple . . . "Hybrid Corn Is Up To New Tricks" on page 28, Successful Farming for April, is an inspiring article no alert advertiser can afford to overlook!

And for farm home makers . . .

Wax enthusiastically . . . Facials for furniture give glamor, smarten the room . . . page 104

Comfort and convenience . . . for minimum cost . . . Item by item budget for every room in the new SF farm home, as furnished by St. Louis store . . . page 40

You needn't work so hard . . . Testimonial for electricity by the Cletus Wagners, Defiance County, O. . . . they like television, too . . . page 34

Be a planner . . . And prevent narrow doors and cabinets, "catercorner" fireplace, inaccessible storage space, furniture that doesn't fit rooms . . . page 38

Most missed market...in most marketing plans are the best farm families in the 15 Heart States... with the most fertile soil, highest yields, largest property investment...and spendable surpluses above urban income equivalents. Of Successful Farming's 1,200,000 subscribers, a round million farm families in the Heart States average some \$10,000 in income—\$4,000 above the US farm average . . . are the best class market in the world today!

Giving high penetration where general media run thin, Successful FARMING is indispensable—if your national advertising is really to be national! Get the facts from any SF office . . . Successful Farming, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.





CAMPAIGNS AND MARKETING

Lever's "Buy-Two Sale"

Encouraged by the success of a similar event a year ago, Lever Brothers Co., Cambridge, Mass., launched a "Buy-Two Sale" on all its products this month among grocers

throughout the Nation.

Under this plan the consumer who buys any two Lever products, at the regular price, and sends the box tops or wrappers to Lever's, gets for \$1 a \$2-value, two-quart Regal aluminumware saucepan. This same pan manufactured by The Kewaskum Utensil Co., Kewaskum, Wis., was featured in the sale last year but since that time has been improved.

The sale was ushered in with a four-color, full-page advertisement in Life and large color insertions in the country's leading Sunday comics from coast to coast, having a combined circulation of 29,000,000. It is also being supported by all five of the top-ranking Lever radio shows—Lux Radio Theatre, Bob Hope, Amos 'n Andy, Big Town, and Aunt Jenny.

Discussing the success of last year's promotion, and the decision to repeat the offer, Walter W. McKee, Lever's vice president in charge of sales, re-

marked:

"When our own records and reports from the trade showed that over 233,385 grocers took advantage of our big 'Buy-Two Sale' to empty shelves in 1948, we knew that both dealers and consumers were enthusiastic about this promotion."

The improved saucepan was chosen for this event because extensive consumer tests beforehand showed housewives to be particularly strong for its new self-drain feature, which eliminates the danger of burning and scalding the user, and waste food by

spilling.

An added feature of the sale is that it is designed to bring customers back to the store for repeat orders of Lever products. Housewives are receiving with every saucepan a re-order blank enabling them to order four additional pieces of Regal aluminumware at "money-in-the-bank" savings. With two more box tops or wrappers, customers obtain a 12-inch embossed serving tray worth \$1.25 for 50c, a 10-inch oven broiler worth \$1.50 for 75 cents, a 9-inch



DEMONSTRATORS: Walter W. McKee (left), vice-president in charge of sales, and John O. Brownell, general sales manager, Lever Brothers Co., don aprons at launching firm's "Buy-Two Sale" featuring tie-in with Regal aluminumware.

frying pan worth \$1.75 for \$1, and a 7-inch casserole worth \$1.85 for \$1.

As was the case last year, grocers and supermarket operators are being urged by Lever salesmen to expand the buy-two-and-save theme into store-wide sales that will bring in extra customers. To aid the retailers in this respect, "Buy-Two Sale" newspaper and handbill mats in three sizes with space for store-wide listings are being offered to dealers. Colorful theme banners, cut case cards with order blanks, double pennants, price posters and take-one cards with order blanks also are being supplied.

Monsanto's Plastic Dollar

Big, plastic "dollars," modeled on silver "cart wheels," are highlighting a national campaign for Monsanto Chemical Company's Plastics Division. In business and consumer publications, these plastic "dollars" are illumining Monsanto's story of greater economy in plastics at a time of high prices and short supply of other manufacturing materials. Theme of the program is: "For a bigger dollar's worth—buy and sell plastics."

The plastic coins also introduce a promotional program novel to the industry. Monsanto has planned a campaign in which salesmen and cus-

tomers can both participate, virtually an appropriation of the audience participation idea.

In effect, the plastic dollar is a vest pocket campaign for the salesman. It is only one-fifth as heavy as a silver dollar, and is intended to serve as a visual, tangible conversation piece to direct customer thinking toward comparison of materials characteristics and their prices.

The program and its plastic symbol are based on the increasing availability and advantages of plastic as a raw material for manufacturers and

molders.

Copy in the national advertisements point out that Monsanto plastics today are available in unrationed supply at prices lower on the average than in the early 1940's. "They will also call attention to the fact that almost all metals cost more, with many in short supply," says J. R. Turnbull, Plastics Division general sales manager, "Between 1941 and today, for instance, the price of steel alone has increased 50%. . . . The advertisements point out that in many cases, blanking, stamping and machining are eliminated, hours of assembly time saved-and that color is inherent so there is no painting or finishing.

Direct mail pieces, accompanied by proofs of all advertisements in the



illion ollar alley of the ees



YOU'LL MISS PLENTY in California if you miss the Billion Dollar Valley. For one thing, you'll pass up plenty of people—almost as many people as there are in Los Angeles. And you'll skip mile after mile of farms. Rich farms which yield half the net farm income of all California. And you'll miss billions in buying power. More, in fact, than San Francisco's and San Diego's combined.*

Don't let your competitors get this draw on you—make sure you've got the Valley covered. And the way to do it is through the strong *local* newspapers. Because the Valley — lying well inland — is an independent market, uncoverable from the outside. So schedule The Sacramento Bee, The Modesto Bee and The Fresno Bee. Those three McClatchy papers reach far more Valley people than any other combination—local or West Coast.

* Sales Management's 1948 Copyrighted Survey

latchy

ewspapers

National Representatives . . . O'Mara & Ormsbee, Inc. New York * Los Angeles * Detroit * Chicago * San Francisco



THE SACRAMENTO BEE THE MODESTO BEE THE FRESNO BEE

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"SCREEN TEST" shows amazing improvement in your pictures!



See how millions of tiny glass mirrors, firmly imbedded in the pure white screen surface, make your pictures fairly glow with life! See what happens when light is reflected instead of absorbed! You will enjoy clearer, sharper black and whites—richer, brighter, more brilliant colors. Here is projection as real as life itself! The new 1949 Radiant Screens have many unusual and exclusive features, Priced as low as \$12.50!

Write today and get absolutely FREE

 Sample of new Radiant "Million Mirror" Screen Fabric... Test it with your own projector and see for yourself the remarkable improvement over any other projection surface.

 Basic Film Source Directory—your handy guide to hundreds of film sources.

RADIANT MANUFACTURING CORP.
1210 S. Talman Ave., Chicago 8, III.

annual reports

We specialize in converting your material into interesting, understandable charts and design. From layout through illustration, typography, and production.

Free booklet on request

The Chartmakers, Inc.

480 LEXINGTON AVENUE, NEW YORK 17, N. Y.

ADVERTISING

Colorful - Self Adhesive - Cellophane, processed in Rolls. Easy to buy - Easy to apply - used for Packaging - Point of Sale Advertising - Dealer Instructions - Distributor literature imprints.

TOPFLIGHT TAPE CO. YORK, PA.

series, are sent to all customers. A limited supply has been made available to customers for distribution to their salesmen.

A sales presentation using colored slides and a portable viewer has been prepared for salesmen to tell the story of "the bigger plastics dollar" to

proprietary molders.

Business papers scheduled to carry the campaign include Modern Plastics, Plastics World, Electrical Manufacturing, Materials & Methods, Product Engineering, Pacific Plastics Magazine, Chain Store Age, The Variety Merchandiser, House Furnishing Review, and Department Store Economist. Monsanto's consumer series in Time and The Saturday Evening Post also tie in with the "Bigger Dollar" theme with a coin near the Monsanto signature.

Campaign for Screening

The Lumite Division of the Chicopee Manufacturing Corporation of Georgia is launching a new national advertising campaign for its Lumite screens and woven fabrics. Copy will emphasize the "can't rust, stainproof and long-lasting" qualities of the screen material.

Starting with spring publications, half-page, black and white Lumite advertisements are scheduled in The American Home, Better Homes and Gardens. Country Gentleman, Holland's Magazine, Hoard's Dairyman, Progressive Farmer, Small Homes Guide, and one column in Good Housekeeping. One-page black and white advertisements will be featured in Mechanix Illustrated, Popular Science Monthly; two-thirds of a page in Sunset Magazine, and a fourpage insert section in the 1949 issue of Home Owner's Catalog.

In business publications, the screen advertisements are scheduled for Hardware Age, Southern Hardware, American Lumberman, and New England Hardware, using one-page advertisements, two-page inserts in black and white, red and black for selected months, and also covers.

Full-page black and white screen advertisements will also appear in Architectural Forum, Architectural Record, Progressive Architecture, Arts & Architecture, Florida Architect & Allied Arts, American Builder, and Practical Builder, while a four-page insert is scheduled in Sweet's File for Builders.

Lumite screening will also be featured in 67 trade and regional home and trade shows in 1949.

Lumite woven fabrics will be advertised in color and black and white insertions. Its use as auto seat cover-

CORBY'S WEATHER REPORT



FOR CHICAGO AND VICINITY (Paper to set the weather forecast here in ten point Gara mond bold.)

Gates of embolishment always agreed the appearant of CORBY S-a grant old name in Canada sona greed in 1850 and and sona blended whinker that a saking the World Corollary storing Yes, a Chronovery CORBY S-Try tradity and say way CORBY S-RES-RV BLENDED WHISKEY -86 Proof—68 (Caran Neutral, Spirits Las Barelly & Co. Immed. Peorts. 19.

WEATHER ADS, pre-tested, sell Corby's Reserve Blended Whiskey for Jas. Barclay & Co., Ltd., via Chicago Tribune. The agency: Brooke, Smith, French & Dorrance, Inc.

ing will be featured in four-color, full pages in Holiday, Automotive News, and a four-color, double spread in the D. A. C. News, Motor and Modern Plastics. Use as a seat upholstery will be advertised in insert pages in Bus Transportation, Motion Picture Herald and Upholstering.

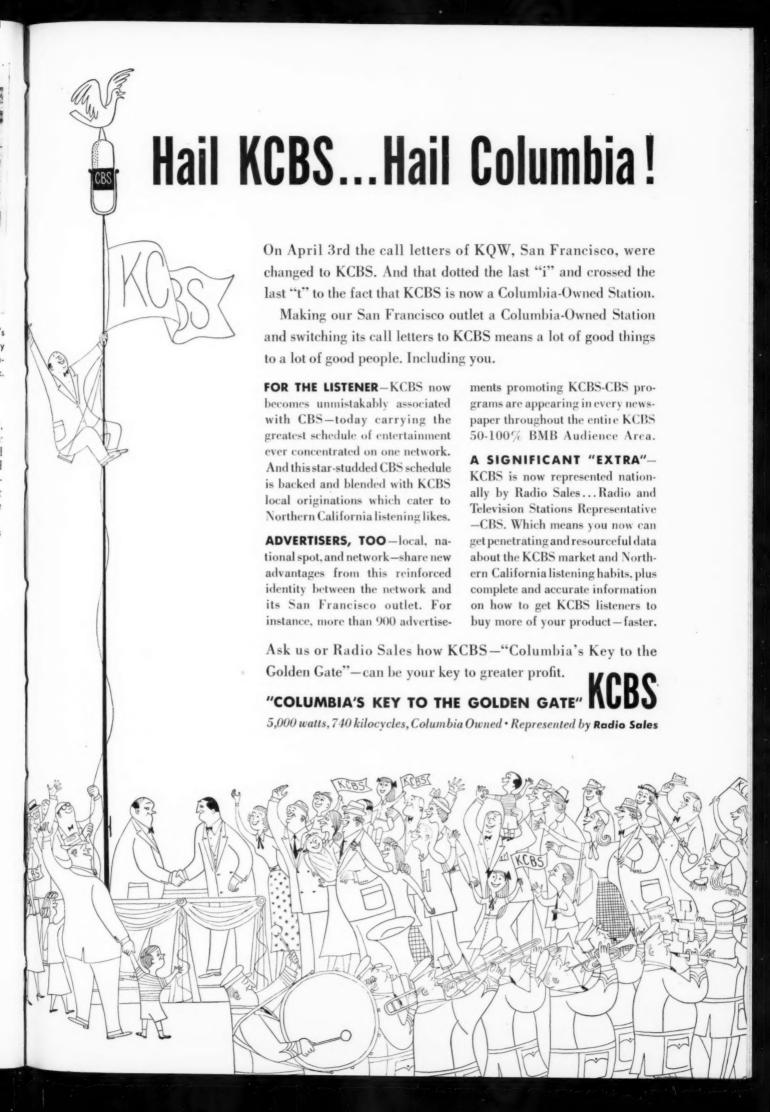
Geyer, Newell & Ganger, Inc., is the agency.

Marlin's Cancer Fund Program

The Marlin Firearms Co., makers of double- and single-edge Marlin Razor Blades, have launched an unusual offer to aid the New York City Cancer Committee's drive to raise \$1,250,000. For a two-weeks' period, Marlin is donating the entire proceeds of their retail sales of blades in the Greater New York area to the American Cancer Society. Contributions are being made directly to the Cancer Committee headquarters in New York City.

Between April 11 and 28, every purchaser of Marlin Blades is being asked to mail the empty packages to Cancer 17, New York City. Marlin, in turn, will donate the full retail price of every package mailed in to the Cancer Fund.

To gain the maximum response from this plan, special radio and television announcements are being broadcast every day over leading New York City radio and television stations. In addition, the Marlin Co., itself, is running newspaper advertisements inviting the public to contribute in this manner in addition to regular donations.







Clay tile was suffering "propagandistic anemia." Better merchandised products were eating big hunks out of the market. But now all is changed. Sales rose 200% in four years with an industry merchandising and publicity program.

Promotion Breathes New Vigor Into Ages-Old Tile Industry

A little over four years ago a group of clay tile manufacturers gathered round the crystal ball and the portents for their industry's health and future can best be described as murky. From a market acceptance viewpoint the trend seemed to be that of public indifference toward the merits of genuine clay tile. These tile producers agreed that a consistent, aggressive program must be instituted if this 6,000-year-old industry was to have its rightful place among building material industries.

This determination led to the formation of the Tile Council of America, an organization dedicated to a continuing analysis of the industry and to activities directed at finding a new market acceptance for clay tile.

First, the Council diagnosed the industry's affliction as "propagandistic anemia"—or plainly, lack of propaganda in favor of tile in any media.

Specifically the industry was languishing because architects were reluctant to specify a material they felt lacked popular appeal; young men did not want to become craftsmen in an industry apparently without a future; other industries (and advertisers) were cool to tieing up, cooperatively, with an industry that was not in the public mind; businessmen could not invest in an industry they felt offered no obviously progressive opportunities.

The Council thereupon prescribed and embarked upon a course embracing:



APPLICATIONS FOR TILE
ARE VARIED AND MANY.
Approximately 900,000 square
feet of tile goes into the construction of the new BrooklynBattery Tunnel, New York
City, Practical clay tile also
brings fresh beauty into homes.

1. Activities to create an appreciation of tile.

2. Activities for expanding the uses of tile.

That the Council's operations have paid off is attested by the fact that tile installation has increased approximately 200%. Production-wise, 1948

Never Underestimate the Power of a Woman!





NOR THE POWER OF THE MAGAZINE THAT ATTRACTS MORE WOMEN BUYERS
AND MORE ADVERTISING DOLLARS PER ISSUE THAN ANY OTHER PUBLICATION

Ladies' Home

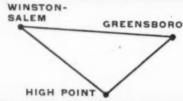
JOURNAL



- Bow-Ties and Bow-Kays
- . Music for the Mrs.
- Piedmont Farm Program

Plus NBC'S
PARADE OF STAR
NETWORK SHOWS

ALL ON WSJS AM-FM
THE STATIONS WHICH
SATURATE
NORTH CAROLINA'S
GOLDEN TRIANGLE



No. 1 MARKET IN THE SOUTH'S No. 1 STATE

AM WINSTON-SALEM FM
THE JOURNAL-SENTINEL STATIONS

NBC
AFFILIATE
Represented by
HEADLEY-REED COMPANY

proved a record year—110,000,000 square feet of clay tile.

Spearheading the Council's operations has been the general publicity approach and promotion conducted by Carl Byoir & Associates, Inc. It is little wonder that the public is becoming conscious of the merits of clay tile. For instance, in 1945, the first year of the Council's activities, some 25,000 stories about tile appeared in the country's newspapers, general and business magazines. In 1946, there were 45,000 and in 1947 there were 60,000. The year 1948 saw approximately 75,000 articles on tile published in the Nation's press and 1949 is expected to top this figure by a considerable margin.

Fully illustrated spreads have appeared in Better Homes and Gardens, The American Home, House Beautiful, Holland's Hearth and Home, and Woman's Home Companion. Similarly, business magazines have been carrying information on tile and the tile industry to key people in the various business and industrial fields.

Augmenting all this has been the concerted drive to sell institutions—hotels, hospitals, schools, churches, theaters, penitentiaries—on the structural advantages of genuine clay tile over other types of tile for many locations in their buildings.

To this end slides are widely used. These slides are principally reproductions of colorful illustrations in business publications and show numerous applications for clay tile in all types of institutions and industrial plants.

Expands Operations

During the early months of 1948, the Council expanded its operations to include an advertising program and with its agency, Fuller Smith & Ross, Inc., has devised an aggressive campaign. Publications in the primary builder and architectural field are the main choice of the Council. Frequently four-page, four-color inserts are used to make members of the building and maintenance industries see that something "big" really has happened to the clay tile industry and to make an impact on their thinking.

Much is being done in the way of dealer and contractor helps. Contractors are provided with newspaper advertising mats, colorful literature, and direct mail letters.

As part of its extensive dealer relations program the Council has been publishing a monthly titled, "Tile Tips & Topics" to keep the trade informed about new ideas and developments of interest. Such subjects as apprenticeships, home shows and exhibits, and better showrooms are pro-



TILE PROVIDES a modern treatment for this theater front. Not only is it colorful. it also cuts down maintenance costs.

moted consistently. Each issue also features six or seven reproductions of stories that show the kind of current publicity the tile industry is getting in newspapers and magazines.

The Tile Council sells the virtues of clay tile—easy-to-clean, beautiful, rat-proof, color fast, economical, water-proof, doodle-proof and sanitary. The Council stresses new uses for tile in such places as in the utility room, nursery, entrance way, basements, and corridors.

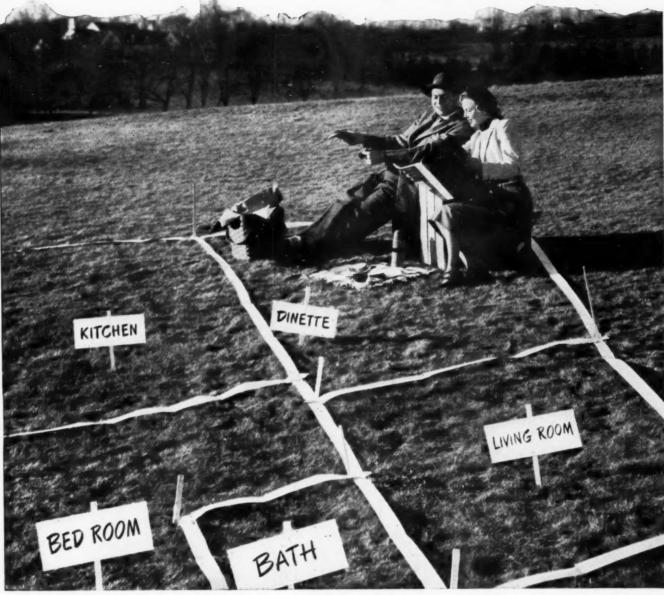
The Council is sponsoring a series of open meetings of dealers to bring into sharper focus just what tile manufacturers (through the Council) are doing to stimulate demand for tile and to illustrate how dealers and contractors can reap the greatest advantage locally from the organization's national program. Some 400 have already taken the special sales and management courses sponsored by the Council. These courses are given with the cooperation of The City College of New York, Temple University in Philadelphia, University of California, Wayne University in Detroit. Courses are scheduled for several other cities.

Home Show Program

Another facet of the Council's work is the home show program. Started in 1948 it has to date brought hundreds of installation contractors into display activities in their respective localities. It is estimated that in one year approximately 2,000,000 people have seen many practical and new applications for real clay tile at home shows in important areas.

An architectural relations setup is paying off. It has obtained cooperation of virtually every school of architecture in the country. The

More right in with Young Mr. + Mrs...



They're starting on the purchases of a lifetime

This happy couple isn't playing house.

They're deciding *now* on whose furnace will do the most for the least—and what drapes would be practical on a



picture window in the dining room.

Young Mr. & Mrs. have dreamed and planned and saved for this great day. Now, with the guidance of the one home-making magazine edited solely for them, they're working on the longest shopping list in America!

Because they need everything—and need it now—your story in LIVING gets far more than a mere reading. It meets with immediate active response—from over a quarter million young couples embarking on the biggest buying venture of a lifetime!

Street & Smith Publications, Inc., New York

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FOR YOU SALESMEN



LOOK SUCCESSFUL - BE SUCCESSFUL WITH THE RIGHT SALES EQUIPMENT

Replace your worn, obsolete sample cases. Give your men a feeling of confidence in their product and their own personal appearance in today's competitive market.

A COMPLETE SALES CASE LINE. Specials made to your exact specifications.

Write for our complete leather goods catalog and circulars. Prices and samples. DEPT. SM.



Council is supplying teaching "props" and other material for their use. In addition, the organization is reaching architectural students through a design contest being conducted by the Beaux Arts Institute of Design. There are 14,000 architects in the United States and 10,000 students in architectural schools, and the Council recognizes the importance of doing everything conceivable to make them tile-minded.

The Council also functions as a bureau of information. Through this the Council cooperates with many companies and organizations which, for the first time, have a central point to which they can go for photographs, news-story ideas and all sorts of information about tile. A good example of how the Bureau functions is the full-page story about tile which was prepared for the Crane Company's house organ. This publication is distributed by dealers to thousands of home owners in city and rural areas.

Urge Apprenticeship

In addition, the Council is running a regular catalog in Sweet's and A-E-C (West Coast) architectural files. Don Graf, one of the top "simplifiers" of architectural specifications

in the country, has been retained to revise the edition of K-300, the basic specifications for tile work, and to prepare a manual on tile.

Because promotion of practically any kind would be nullified if there were not enough men available at the installation end to set tile, the Council has devoted much time to stimulating apprenticeship—to working with union officials and tile contractors, government officials on national, state and local levels, the Veteran's Administration, and many others having to do with the hiring and training of men.

1,200 Textbooks

There has been participation in Department of Labor conferences and work with local Joint Apprenticeship Committees to help organize programs. The Tile Council has published a tile-setting textbook and to date has given out more than 1,200 to apprentices and to contractors training apprentices.

Safeguarding tile markets has been another concern of the Council. There is its work with various building code officials who are going to adopt model codes that would have restricted use of tile on exteriors of buildings by calling for mechanical anchorage of each piece. The Council's staff presented a brief along with 167 examples of good exterior installations set in conventional mortar method. These codes are now in accordance with the Council's recommendations.

Foreign Competition

There's been the battle for adequate protective tariffs. The industry has always been at the mercy of imports. That the industry's plans received a good hearing is shown by the fact that tariffs on a good many kinds of tile were actually increased last year, at the Geneva Conference, even though the United States cut tariffs on 3,500 items comprising 70% of our foreign commerce.

However, the industry will not receive benefits of the tariff raise until the Mexican Trade Agreement is abrogated.

Structurally the organization is comprised of various committees manned by representatives of the 20 member companies plus a full-time staff of seven in the New York City office and another staff member on the West Coast. These staff members meet with an eight-man advisory board that reviews the past period's work and helps plan projects for the immediate future.





● The Courier-Express reaches those who must be sold to sell the Buffalo area. And it reaches them more economically. That is why its general (national) linage has increased 71% in the last ten years while its competition gained 51%.

Remember, your dollar in the Courier-Express buys greater impact on the families with more money to BUY your products.



SHORT COPY sells breakfast food



"A quarter of a century in outdoor pretty well indicates Kellogg's high regard for this medium. Twenty-four-hour-a-day advertising at high traffic points cannot help but exert terrific consumer impact."

Rayno, seuseend

RALPH P. OLMSTEAD

Vice President—Advertising Manager

KELLOGG SALES COMPANY



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This advertisement—one of a series now being placed in advertising publications—is paid for by a group of outdoor advertising companies interested in promoting a better understanding and greater appreciation of the medium everywhere.

STANDARD OUTDOOR ADVERTISING INC. • 444 MADISON AVE. • NEW YORK 22, N. Y.



H^{OW} do you pick out, from the millions of people who read hundreds of magazines, precisely those who are your real prospects?

Take a look at the screen in our picture. It does the picking for you.

The screen represents Better Homes & Gardens' 100% service content on better living. With no fiction and no side lines to attract casual readers, the service content screens in only people whose big interest is home and family.

We screen over 3,000,000 such families.

We screen husbands and wives together. (Leaf through any issue to see how articles on mortgages, financing, and fixing locks run side by side with lemon chiffon pie, chintz, and kitchen short cuts.)

We screen families whose income level is among the highest for all big-volume-market magazines. These are the families who buy larger homes and who buy more of everything that goes into their homes than do their neighbors in the same block. The standard of living Better Homes & Gardens takes for granted is beyond low-income groups.

Want to know more from our representative about how editorial screening puts your story into the heart of this first-rate market?



It Serves So It Screens So It Sells

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Lever Employes Say "O. K." On Advertising Booklet

BY BERNARD PRIESTLEY

"What About Lever Advertising," the cartoon-style booklet explaining Lever Brothers' multi-million dollar budget, drew only two boos and a flock of bouquets.

Designed primarily to explain its multi-million-dollar advertising budget to employes, a full-color booklet issued by Lever Brothers Co., some months ago not only has been successful in that respect, but it is being used as a selling tool by Lever salesmen. Educators and business leaders are heralding it as convincing work on the merits of the American free enterprise system.

Title of the booklet is "What About Lever Advertising?" Its subtitle, "Operation Lever." One of a series to be published by the company, it is carrying out a policy inaugurated by youthful Charles Luckman, president of Lever Bros., to acquaint employes, their families and the public with the whys and wherefores of the

operations of the company.

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The booklet uses the comic strip type of illustrations to picture the visits of mythical Lever employe Joe Smith to various departments of the company to learn the major reasons why Lever is one of America's largest advertisers. Through balloons in the "strips" Joe talks about Lever advertising with Supervisor Jones, Salesman Brown, Bob of the Research Department, Steve of the Finance Department, Harry of the Advertising Department, and others.

The initial run of 17,000 copies of the booklet was earmarked for the company's employes in the plants and offices in Cambridge, Chicago, St. Louis, Baltimore, Hammond, Ind., Edgewater, N. J., and other places; for business publication editors, publishers of large daily newspapers, leading radio stations, advertising and promotion magazines, and business organizations. The Association of National Advertisers requested 400 copies for its members; the American Association of Advertising Agencies



ONE EASY LESSON: Answer to employe query—"How much does advertising cost?"

asked for 600. The booklet was also sent to the leading public relations men, bankers, manufacturers, community leaders, and key editorial writers on selected newspapers.

It was believed at Lever's that this number of copies would amply meet the desires of most of the people who would be particularly interested in such a booklet. However, it proved only a start. Advertising agencies requested numerous additional copies for use in selling their clients more completely on the advantages of advertising. Magazine publishers asked for more issues to help convince new prospects and to resell old advertisers. Scores of colleges and schools requested copies to use in their sales and advertising courses. Two advertising authorities asked for, and were given, permission to use excerpts of the contents in books on advertising. In short, thousands upon thousands of requests have been received from countless sources, many persons asking for 100 to 1,000 copies.

A second run was ordered immediately. By that time the demand for copies had been stimulated greatly from announcements of the publication of the booklet in numbers of business papers and in newspapers. One advertising publication reproduced all the pages of the booklet. Although limitations were imposed as to the number of copies sent to one company or individual, the supply was still inadequate. Requests for copies were still flowing in as this article was being written.

The initial printing itself brought hundreds of letters from a great variety of sources, including prominent business executives, educators, magazine publishers, leaders in all branches of the advertising, promotion and public relations fields, and many others. Here are a few quotations:

Austin S. Igleheart, president, General Foods Corp.: "You are certainly going after the subject of keeping your people advised of what makes the economy tick. All of us should do more of this kind of thing."

Arthur H. (Red) Motley, president, Parade Publication, Inc.: "I honestly believe that this is the best job of its kind I have seen to date.."

Sigurd S. Larmon, president, Young & Rubicam, Inc.: "In simple terms, it interprets the economics of advertising in a way which cannot help but be effective and resultful."

James A. Baubie, public relations director, Westinghouse Electric Corp.: "It struck me as being the most effective argument to support advertising that has crossed my desk."

No Accident . . .

The booklet was produced through Lever's Public Relations Department, directed by Thomas A. Gonser. That it won wide recognition in two ways in addition to its primary goal of explaining Lever Bros.' big advertising budget to employes, was not an accident. These were kept constantly in mind when selecting and preparing the booklet's contents, points out Richard M. Kelly, who wrote the booklet and supervised its production.

That the primary goal was reached in a conclusive manner, was brought out through responses by Lever employes. In sending out copies of the booklet to them, a questionnaire was enclosed, asking them to check off in the proper square what they thought of the booklet: Very Good, Good, Fair, Poor; also to "Please write any other comments."

From the 7,407 employes came 829 returns, approximately 12%, an unusually large response. Only two responses labeled the booklet "Poor," while 560 rated it Very Good, 213 Good, and 33 Fair. Twenty-one did not include any rating.

A large percentage of the employes who returned the questionnaire also made comments. These ranged from a line or two of praise to somewhat lengthy statements on what it should accomplish. Here are a few excerpts:

"The presentation of the subject was put before the employes in a manner to which everyone is drawn—the good old 'funnies.'"

"Booklets like these serve a fine purpose because they cement employer-employe relations by letting the employe know what goes on behind the scenes."

"It gives the loyal Leverite a better understanding of the importance of advertising of products—and facts to give outsiders who might question the spending of large amounts on our advertising,"

"My whole family enjoyed this booklet and found it interesting. The age range of my family is 14 to 69 years, and all read it."

One of the two definite extra goals sought through the booklet was to provide an effective tool for use by Lever salesmen in convincing grocers of the benefits of the company's advertising to them, as well as to Lever Brothers Co. As an important means of seeking this end, a section depicting the visit of Joe Smith and Sales-man Brown to Tom the Grocer was included in the booklet. In this "strip" Tom the Grocer shows that he is an ardent advocate of plenty of advertising. Asked what would happen to his Lever volume if advertising were stopped, he replies: "Lever's too smart for that. My business with you would drop off to nothing if you stopped advertising.

"Why?" asks Joe Smith. "You sell a lot of our products now."

"Sure!" exclaims Tom, "but only because Lever backs up its products with plenty of good advertising. My customers want to know what they're buying—what it will do—why it is better than another product—that's the job your advertising does."

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Tom adds that he also needs Lever advertising because his place has self service and customers pick the familiar advertised brands. "I get my profits," he says, "by selling plenty of fast-moving brands. They outsell unadvertised products 4 to 1."

That the extra goal of "selling" more grocers on Lever advertising would be attained in a decisive way, was indicated in the returns of the questionnaires by members of the Lever Sales Department. This group responded in higher percentage than any other group—25.2%. Of its 939 persons, 200 filled in the questionnaire. Here are a few excerpts from their comments:

"I am going to use it with other sales material to satisfy retailers that we are justified in spending money advertising."

"When a dealer asks me why we spend so much on advertising, I'll give him a story that he'll really appreciate."

"This booklet is just what I need to show my customers when they bring up the question why does the company spend so much money advertising and why don't they curtail ad-



"And here's to Beethoven, who wrote our singing commercial!"

vertising and reduce the price of soap so the grocer will make a larger profit."

Wrote a salesman from the Pitts-

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'I think the company's idea of informing employes of advertising and other company policies creates more interest and makes a better, happier and more enthusiastic employe.

"Being able to share in what is usually top executives' private business or secrets, gives a feeling of closer association and company contact that is especially important to those of us who are on the road and have very little contact with company officers.'

Telling It to Salesmen

Mr. Gonser, who followed the practice of writing personal letters to many of the salesmen who sent in comments that stood out, wrote to this salesman in part:

"We are happy to know that a man like yourself, who is busy traveling away from the home office, finds these booklets particularly useful. You can rest assured that the response we have received from this booklet is such that we intend to continue to tell the story of our company.'

Not only did salesmen write about "selling" Lever advertising to more grocers through the booklet, they began showing the Tom the Grocer section in particular to grocers in increasing numbers. Many grocers, previously unconvinced, capitulated. The Tom the Grocer section already has been shown to several thousand

The other extra goal, making the booklet serve as a strong argument for the free enterprise system and the American way of life, was achieved through the over-all effect on readers of the booklet's contents, which brought out repeatedly that more advertising brings more sales, more sales bring more business, more business brings more work and pay-and all together help to bring a higher standard of living. "Billboards" here and there among the "strips" aid in giving this effect through forceful messages. For example: "Since 1930 Lever has increased: advertising 150%, sales 400%, employes 150%, payroll 400%."

Contributing materially to this end is a "Letter from Our President," in which Mr. Luckman states in part:

"Advertising contributes to a higher standard of living. Because of advertising, more and more of our brands can be sold. This means that our products can enjoy the economy of mass production. The result is a lower cost to make our productsand, because of the competition that exists in our system of free enterprise, lower prices to the consumer.

"It is significant that the United States spends more money in advertising than any country in the world, and that the United States has the

highest standard of living.'

Here's the Reaction:

Showing the reactions to this phase of the booklet's aims, here are excerpts from two of the many letters:

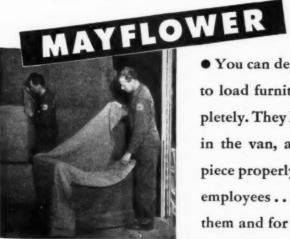
Gordon E. Hyde, president, Federal Advertising Agency, Inc.: "If more manufacturers would follow your example and put in words of one syllable the significances of advertising as a tool of marketing, I am quite sure that collectively their effort would do more to sell the so-called free capitalistic enterprise system to people at large than will all the preaching in the world."

William Slock, co-publisher, Pittsburgh Post-Gazette: "I think that you are making a great contribution to better understanding of our economic system with this folder.'





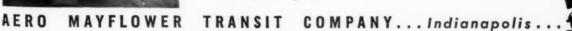
LONG-DISTANCE MOVING SERVICE



 You can depend on Mayflower van operators to load furniture safely, and to protect it completely. They know the best place for every piece in the van, and they know how to pad each piece properly. This means satisfaction for your employees . . . eliminates worry and trouble for them and for you!

lected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the Classified Section of your telephone directory.

Mayflower's organization of se-







SALES SIZZLE with PLASTICOLOR COVER

Sleek as satin, practical as blue denim, Plasticolor Cover catches on equally with the "smart set" or where ruggedness and durability meet with hearty cheers.

Soil-proof plastic film, permanently laminated (not coated) on fine Beckett cover paper, gives Plasticolor this dual personality. Six sealed-in, rainbow colors put a "steak-sizzle" into sales and advertising pieces.

Toughness and wear-ability give "stand-up-and-take-it" qualities for shop instructions, outdoor and indoor charts and displays. Dirt, grease and grime whisk off with a damp cloth.

If you're "from Missouri", ask your printer or Beckett paper supplier for a demonstration of Plasticolor Cover. Or write us for samples.

THE DOBECKMUN COMPANY
Cleveland 1, Ohio • Berkeley 2, Calif.

P. S. For refreshingly new labels, box coverings, package wraps and similar uses, see Doplex Brilliant in nine soil-proof colors, it's the light-weight twin of Plasticolor... and just as adaptable.



Shop Talk

Jail-Sprung: This department has finally emerged from the underground to sniff the heady spring air and to contemplate the mass of unfinished business that has accumulated during the eight heaviest weeks of work on the Survey of Buying Power. The big issue—612 pages—an all-time record—has met with nothing worse than a log-jam on advertising copy and plates and a Railway Express strike here in New York City. We hope to make up the week of lost press time and to consign the finished volumes to the Post Office so they will reach subscribers on or before May 10.

Four conscientious proofreaders have signed off on the last of the tables, and on Canada. The shop is testing the color register on the cover plates. The production manager is double-checking the area summaries to be sure no be-fogged makeup man has reversed Portland, Oregon and Portland, Maine . . . or Columbus, Georgia, and Columbus, Ohio. The Circulation Department, after a session with the scales in the back room, looks in on me and says, "Jeepers, it's going to weigh three pounds!"

Speaking of the Survey: The "Incoming" basket on my desk discloses a copy of a recent issue of *Sponsor* magazine which carries a most graceful tribute to SM's work in market analysis. I'm going to quote all of it, with an appreciative bow to *Sponsor's* editors. Under the heading "Applause to a Contemporary," it says:

"When a research organization with many sources open to it turns to a trade paper for its population figures, that rates applause for the trade publication and for the entire trade publishing field. After months of squabbles about its population figures, which men like Ed Craney of Pacific Northwest Broadcasters attacked on many grounds, the Broadcast Measurement Bureau has announced that it will use the population estimates of SALES MANAGEMENT as the base for projecting the radio homes of the U.S. and individual station coverage. SALES MANAGEMENT has spent a number of years developing sources for population reports. Its market reports, both as to population and buying power, have seldom been questioned despite the fact that it has been increasingly difficult to do a census study during the years when population shifts have been as pronounced as they have been during the past 10 years. SALES MANAGEMENT has taken as its specific province the reporting of the market facts of America. There have been times when its estimates have been far more accurate than the Census Bureau itself, although SALES MANAGEMENT has seldom done any crowing about the matter.

"Sponsor pays this tribute to a contemporary because it believes in the job which a trade publication must do for the field it represents. Since sales quotas and objectives never can be set without real market facts, it's logical that SALES MANAGEMENT set its sights on giving its readers these figures.

"Without facts, without figures, no business or medium of advertising can profit. Sponsor has set itself the objective of reporting the facts of broadcast advertising. It has run across the fact that population figures used in the industry have not always been satisfactory. It's happy that the industry, in the person of its research organization, has turned to an unquestioned source, SALES MANAGEMENT, for its information.

"It's a tribute to research—and SALES MANAGEMENT. It's also a tribute to good trade journalism."

What's On Your Mind? Have I ever told you about SM's "worry sheet"? It's a list of major types of subject matter which fall within this magazine's editorial province. (Quite a number of you have already filled one out.) Editors who are working in the field ask top management men to check off the subjects they'd like to read about, and to double-check those they're especially interested in now. This is only a very specific way of asking you what you are worrying about -hence our tag-name for the form.

These sheets are carefully analyzed in the home office, and their contents are taken to heart by the editorial staff when assignments are sent out and editorial menus planned for forthcoming issues. For the past 18 months the worry sheets have indicated a steadily rising interest in public speaking. You want to learn to become better speakers yourselves; you have come to appreciate the value of speech training for your salesmen.

By way of an experiment, we will soon offer an outline of a series of public speaking training meetings you can conduct yourself, for your own executive group, or for your salesmen. They've been prepared by Dr. James H. Bender, head of the National Institute for Human Relations, who has been a regular contributor to SM's pages for several years. Let us know whether you find them useful, won't you?

Safe on First? For quite some time I've been saving to pass on to you when the opportunity permitted, a quote from a little piece which appeared in a house organ sponsored by Cupples-Hesse Corp. of St. Louis, over the signature of the company's president. It seems to me to be particularly timely now, when improved performance by salesmen will be required to meet the new conditions in the market:

"A major league ball player batting .250 is paid approximately \$4,500 in a season. A player who hits .350 earns 10 times that amount. Amazing, isn't it, that the difference of one extra safe hit in every 10 times at bat could be worth more than \$40,000 additional salary! Yet in box office attraction, management knows the worth is there, and can, and does pay for it.

"A survey over a period of years showed that in seven out of 10 times, the batter is safe or out at first base by as little as six inches—in baseball terminology—'a half a step.' Who knows but what a quicker break, a faster start, an improvement in running speed, could lift many a mediocre .250 average hitter to the coveted .350 class and its tremendously advanced income?

"Today, more than ever, we live in an era of specialization where attention to, and study of, minute details pays off in big figures. Today, not only the athlete, but the employe and the corporation whose performance is most near perfection, reaps the reward of higher pay, of greater profits . . . "

It doesn't take a soothsayer to predict that the coming months will demand a specific type of salesman training in which the .250 hitters can be educated and inspired first to put forth the extra effort required to burnish up tarnished sales techniques, and then to apply their improved skills with renewed energy in the field. "Six inches" counts for a lot in selling—just as it does in baseball.

Your Date at the Stevens: Unless you've been on the high seas since Twelfth Night, you could hardly have missed the score of announcements of the fourteenth annual meeting of the National Federation of Sales Executives, scheduled for Chicago's Hotel Stevens, May 23, 24 and 25. Because registration is expected to be extraordinarily heavy, you are urged to make your attendance reservations immediately. You can use the blank which appeared facing page 81 in the April 1 issue of SALES MANAGEMENT, or write the Federation office at the Shelton Hotel, New York, N. Y.

> A. R. HAHN **Managing Editor**



If your present advertising is not getting the results you need and inventories are piling up, now is the time to take measures to increase sales.

Pictur-Vision Cabinets are designed to increase your sales. They create impulse buying, convince the shopper on the spot and close the sale. Your story is presented in a sequence of 16 beautiful Kodachrome slides that change at six second intervals and operates continuously. Pictur-Vision gives action - drama - color to your story .. and best of all, it's right on the spot where your product is sold.

Ideal for sales meetings, conventions, dealer training schools, safety meetings, educating store personnel and a CANADA PATENT real demonstrators selling aid.

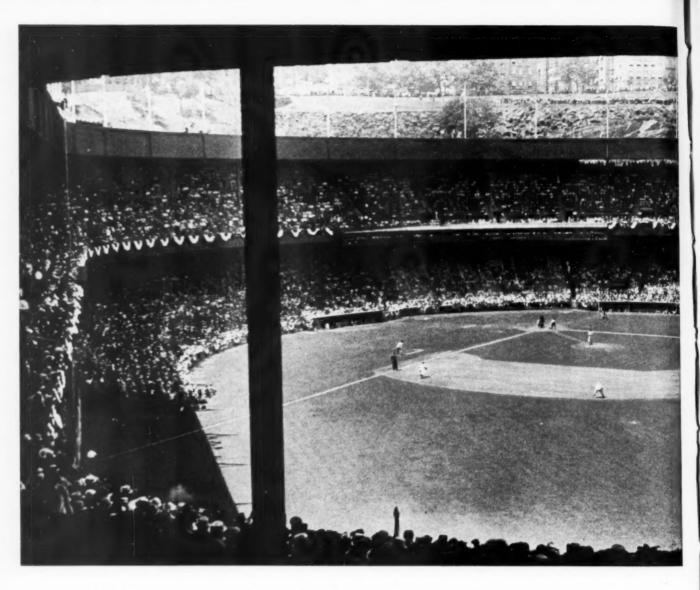
Remote control push button arrangement makes it easy to train dealers, salesmen, personnel. Just press the button to change slides. Entire sequence (16 pictures) can be changed in a few seconds. Easily adapted for speeches on wire recording tape or conventional records.

U. S. PATENT No. 2369483

Pictur-Vision Cabinet Projectors are sturdily built with light weight steel construction, the entire unit weighing less than 100 lbs. A large 141/2 x 21 inch rear projection screen gives maximum brilliance. Equipped with Solarbrite Projector, uses 750 Watt 200 hour lamp. 3 inch coated lens. Height 36" with 16" square base. Requires only 4 sq. ft. of floor space.

COMPLETE PACKAGE UNIT \$ Ready to use with no attachments to buy. Just slip in your slides and plug in the cord . . Oco

Picture Recording Company OCONOMOWOC, WISCONSIN



What have baseball, sales <u>and</u> advertising in common?

Look at the individual players'records of the top-ranking teams—and you'll see what makes those teams top-rank.

They have stars in every position—men who know best the particular areas they have to cover.

A top-ranking sales-force is set up the same way. And the same kind of set-up makes the Metropolitan Group of Sunday Picture Magazines top-rank, too. Each of these 26 Sunday Picture Maga-

zines is edited in the section of the country in which it circulates—by men who know best what their readers like most because they live among them.

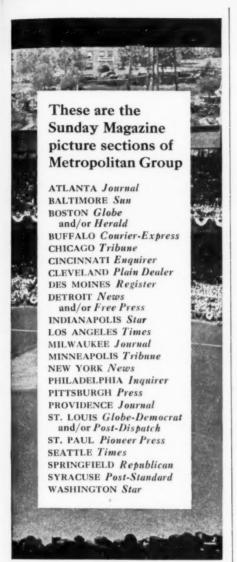
Result—unmatched readership. In fact, the highest average inside page readership of anything in print, according to all available studies!

Metro Sunday Picture Magazines are owned and distributed by 26 leading Sunday newspapers, coast to coast. Collectively, they reach a huge audience of 38,000,000 readers in 15,000,000 families.

In short, with one order, one piece of copy and one bill, you buy in Metropolitan Group top readership and top market coverage—and gain important savings through Metro's lower Group rates at the same time!

That's a good thing to remember these days, when you've got to make every dollar count!

Metropolitan Group of Sunday Picture Magazines



Unlike other national media, Metropolitan Group is a national network of twenty-six (26) locally owned, locally edited, locally powerful Sunday picture magazines . . . printed in Gravure for 15,000,000 families.

Their local ownership, local view-point, local editing, local power, add up to the greatest local patronage and popularity accorded anything in print.

ASK FOR FACTS AND FIGURES AT ANY OF THESE OFFICES:

220 East 42ND Street, New York 17, N. Y.

> TRIBUNE TOWER CHICAGO

New Center Building Detroit

155 MONTGOMERY ST. SAN FRANCISCO

448 SOUTH HILL STREET LOS ANGELES



BUILT-IN LIFE PRESERVER also affords added warmth by the insulating value of the air space. Preserver is of Vinylite plastic.

coming your way .

....safety jacket, designed for men who go in for boating and fishing sports, features a hidden life preserver. The life preserver can be quickly and easily inflated by mouth by merely turning the valve cap on the left side of the collar and blowing into the quick and easy action valve. When the preserver has been inflated the air is retained by turning the valve cap clockwise. This unique life preserver extends from either side of the chest around the neck. Jacket is of lightweight fabric and the preserver is made of Vinylite plastic. The sports garment is manufactured by Neptune Specialties, Inc., 190 Columbia Heights, Brooklyn, N. Y.

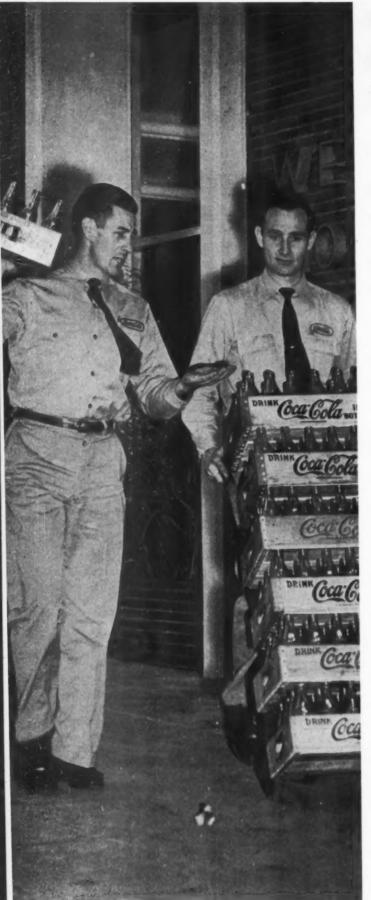
....liquid stainless steel makes it possible for anyone to apply a coating of stainless steel to any surface by brushing or spraying, in much the same manner as a coat of paint would be applied. Food equipment or machinery, children's toys or tables can be coated with it because of its non-toxicity and protective qualities. The new finish can be used on all wood or metal surfaces exposed to fresh or salt water or spray, alcohol, acids, alkalis, or in any household or industrial use for either decorative or protective purposes. It is supplied either in the natural steel color, or in sparkling iridescent metallic shades of gold, maroon,

iade or blue. Sinks, shower stalls or modern furniture and cabinets can be constructed of compo-board or plywood and coated with Liquid Stainless Steel. The product is produced by a process in which pure stainless steel is broken down into flakes of microscopic size, so fine that it flows almost like a liquid; and then this material is incorporated in a liquid plastic with a solvent. Liquid Stainless Steel was developed by the Plastics Division of The Lockrey Co., 21-02 122nd Street, College Point, N. Y.

.....flo-jet, a light weight, multipurpose gun that attaches to an ordinary garden hose, is being introduced for use about the home and in the automotive field. It may serve for the dispensing of liquid or powder detergents, fertilizers, insecticides and weed-controls. Flo-Jet operates on a simple water activation principle, not to be confused with common siphoning. A light touch of the thumb instantly converts detergents into bubbling suds which may be directed on a target for rapid cleansing action. Release of the thumb stops the sudsing process and quickly permits clear water to flow. Absence of moving parts results in long life expectancy. Flo-Jet is being produced by The Hydro-Flo Corp., 512 Hippodrome Bldg., Cleveland 14.

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ON-THE-JOB-TRAINING: Between calls, manager and salesman talk over good and poor points in the delivery and sales call. Managers learn to know their men and about problems they face.

Coca-Cola's Managers Ride the Trucks To Train Salesmen

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BY JAMES H. COLLINS

By spending two days on the route together, each manager appraises the temperament and sales ability of his route men, shows them how to rate themselves, and together they work out specific plans for self improvement.

In 1945 looking to war's end, the Coca-Cola Bottling Company of Los Angeles prepared a sales plan based on these expectations:

1. That when sugar rationing ended the company would face a new situation calling for quick expansion.

That how well it sold would determine how well it thrived.

3. That selling depended mainly on the salesman out on the route. His individual performance would add up to increased sales for the company.

That a better training program for the individual salesman would be needed.

In mid-1945 the company had ready, and put into effect, a plan for route managers to compile "pointer-reading" facts about the individual salesman's work, and use them to coach salesmen in methods to increase sales. Andrew J. Dossett, vice-president and sales executive of the company, points to two rocks which are to be avoided in such circumstances. One is to tell the salesman he should sell more, and then leave him to his own devices. The other is for the route manager to go out and do a fine job of selling, without explaining the various steps. This new plan includes observation of the salesman's way of selling, suggesting improvements on points, sometimes making a demonstration sale, but always letting the salesman do the work and learn by being coached as he does it.

Basis of Plan

The basis of the plan was one week's ride with each salesman. This company had a highly personalized effective sales organization up to war's start, utilizing techniques developed by the parent Coca-Cola Company. It came through the war in good shape. However, Mr. Dossett believed that training could be more effective, with better results, if *facts* could be substituted for opinions in reporting on the individual salesman.

A route manager would say, "Tom is a good man, well liked by his customers, never needs prodding." That was largely opinion because Tom's performance never had been appraised by tests.

How well was he liked by his customers? For what qualities? Did he fall short in characteristics which might make him more popular?

The post-war plan provided that a route manager ride one week with one of his salesmen, to check his performance by three techniques which were developed in consultation with the Humm Personnel Service, Los Angeles. ull Color TENSIFIED EYE APPEAL SEATER ATTENTION VALUE CTUAL PRODUCT IDENTIFICATIONS

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ACKAGE ON THE SIDE FAMILY WELL SUPPLIED

ackage in your car ou need it there you are.

kage in your grip in handy on any trip.

package at the shop lps a fellow feel tip-top.

tablets get down to four an extra package you'll have some more.





MULTIPLE VITAMIN CAPSULES

d) Multiple Vitamin capsule every day for hey have been a good thing for you, take ruggist and he will refund the purchase are sold on a Money Back Guarantee

> CAPSULES de, Calcium

e vitamin. of these easy to

Always Have an Extra Package in Reserve



- . SOUR STOMACH, GAS IN STOMACH HEARTBURN, WHEN DUE TO HYPERACIDITY OF THE STOMACH, OVEREATING
 - · COLD SYMPTOMS
 - . MUSCULAR FATIGUE
 - . SIMPLE HEADACHE AND NEURAL MUSCULAR ACHES AND PA MINOR THROAT IRRITAT . OVERINDULGENCE IN

Do not exceed a total of 8 tablets in any

TRY THIS ABC COLD COMFORT TREA



At the first sign of a sneeze or sniffle, taking Alka-Seltzer according to directions on bottle.



B-Be Careful

Be sure you get extra rest. Eat wisely, dress warmly, beware of drafts.

backage inserts

by FORBES

Elkhart, Indian





NIGHT WORK: Check lists help salesmen rate themselves and the Coca-Cola Co.

server, checking facts as well as teaching. In Los Angeles, a Coca-Cola salesman working with his truck, will visit from 25 to 50 retail outlets in a day: food markets, Mamma-and-Papa groceries, bars, drug stores, pool rooms, service stations, factories, soda fountains, and so on.

In many of these places there are Coca-Cola coolers, displays, inside and outside advertising to be checked by the salesman. Each represents a planned and effective means of selling, and the salesman's attention to each detail is checked on a form by

the route manager, as well as his contacts with proprietors. The latter are all engaged in selling, and three minutes of their time is a large allowance per salesman. What the salesman does in that time, or fails to do, means a great deal in his results. The manager rides from place to place, allows the salesman to do his work as usual. Dealers' needs, sales opportunities and technique are discussed between calls. The route manager sometimes handles the approach, or the sale, as an example.

Formerly, the route manager had

I. Temperament and Sales Ability Appraisal. This covered 22 points in the salesman's temperament and sales aptitude. After riding with Tom a week, and checking his ways of working, the route manager rated him by points. When the manager reported that Tom was well liked by his customers he had facts to support him. He not only knew that Tom was diplomatic, neat and accommodating, interested in his customers' success, winning their cooperation, but each of those qualities had been rated on a form.

2. Salesman's Self-Appraisal and Plan for Improvement. Tom was asked to write out his own plan for future improvement of his sales, and route, based on his longcomings and shortcomings, how he planned to increase his sales ability.

3. Progress Report by Route Manager at Future Date. This report was usually made after one day's riding with the salesman several months after the initial tour of one week. It covered improvements in route and salesman, and was checked against the manager's first report and the salesman's own plan for betterment.

What happened to this post-war program? The entire beverage industry believed that sugar-rationing would end all its troubles, and enable everybody to take care of more business. However, in three years this full week of training has been reduced to two days, mainly because of rising costs. Nevertheless, the full week is still considered the ideal period, and it will be attained again as soon as conditions permit.

The system of records has been kept as planned, and is considered even more valuable than was expected, bringing definite results to the salesman, his route manager, and the company.

The route manager rides as an ob-



In the compact Beacon Journal Zone of Influence, which is made up of over half million population, you'll find the second highest effective family buying income in the State of Ohio. You will also find there is but one daily and Sunday newspaper capable of setting this buying income into action, which means your Akron sales promotions can succeed only when you place your messages in the Beacon Journal.

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER
REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

It's April in Manhattan!

You can tell because pushcart flower vendors are calling their pretty wares; Greenwich Village artists are forsaking the garret for the sidewalls, the Hatel News

the sidewalk; the Hotel New Yorker lobby is again full of big league baseball players bronzed from Southern training camps.

Plan to take the Little Lady along to New York on your Spring visitation the airlines will give her a special rate! Together you can indulge your seasonal fever at the races in Jamaica—at the circus in Madison Square Garden.

The folks back home won't think you've been to the Big City unless you



take that ride on the Staten Island ferry — look over old New York from the dizzy heights of the Statue of Liberty, the Empire

State Building . . . for a clincher take a slow ride by Grant's Tomb, and a tour of the Museum of Modern Art.

It's for free—a complete Calendar of Events in New York this Spring—the

where, what, when, why and how-much of it all. Drop us a note and we'll send you one—no charge at all, thanks.



You'll get more out of your New York trip if you headquarter at the Hotel New Yorker-it's just around the corner from everything that is happening here. Besides that mid-town location, consider the modest rates and de luxe service! Every guest treated like a rich ailing aunt . . . such an opening of windows, brushing of clothes, and cleaning of rooms you've never seen before! Your bed is turned down at night and the bathrooms are super-hygienicultra-violet-rayed and sealed. All this and television too-in room after room at Manhattan's Hotel New Yorker. The cost—a mere bagatelle!

Hotel

NEW YORKER

Frank L. Andrews, President 2500 Rooms • Tunnel Direct to Penn. Station 34th Street at Eighth Avenue, New York 1, N.Y. to rack his brains for opinions of Tom's ability. He would rate too optimistically, or the reverse, according to his own inherent temperament. With yardsticks, he can more accurately appraise.

The route manager is careful not to interfere in selling (showing how to do it) which hurts the salesman's standing with his customers.

Special coaching at night sessions: Frequently, at the end of the day the route manager takes the salesman out to dinner, after which the manager demonstrates various points which the day's work has disclosed as needing improvement. Motion pictures are used. The company has films that cover the salesman's use of various factors which help his retailers increase their sales. One film tells the company's history. Mr. Dossett has found that a knowledge of his company's history is valuable background material for the salesman. "Who do you work for?" is the common greeting of Americans. Who you work for is a social rating. If you work for a good company, you must be good

Coca-Cola Has Good Name

The Coca-Cola Bottling Company of Los Angeles stands well in its community and in the business life of the town. It is oldest, dating back to 1902, has the largest sales, the largest plant and working organization. To Los Angeles people its name means. something. So, as they ride, the route manager relates the history of the company, dwells upon its good name, and reminds the salesman that he benefits by that good name. In his daily work, the route manager points out, he is either contributing to or injuring the company's reputation. Most people who work for the company get this feeling, and it is a large part of the salesman's confidence.

One-day future follow-up: At present, with two days to devote to the individual salesman, instead of one week, after the initial ride the manager makes a one-day trip each month with each man. As conditions become more normal, this follow-up will be lengthened to at least two days, because both the manager and the salesman himself, checking against reports made after the first tour, find that more training on specific points is needed.

Why spend a whole week coaching one salesman? While experience during a week's tour with each salesman was limited to the first year, it was found that such an investment of time was profitable for everybody concerned. "It isn't how long it takes, but how much you can give 'em!" was the basic military training principle followed.

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During the period when a week's time could be given to each man, the route manager had a "free week" for work with his men off their routes, and for back calls.

Now at the end of the tour the manager makes several reports, and he sees that the salesman makes a rating for himself, and writes out his own plan for improvement. These reports are studied by the route manager and the sales manager, and are kept handy for ready reference in the route manager's files. This maintains a continuous record for each salesman, to be consulted in future coaching, as well as in connection with promotions.

"Isn't this a lot of paper work?" is often asked.

Admittedly, it is a good deal of paper work, but none of it is unnecessary, and results have shown route managers, salesmen and the company that it is well worth doing worth doing well. No one has ever grumbled about it.

These typical reports have been compiled from the company's files:

Temperament and Sales Ability Appraisal: Made out by route manager at the end of the tour, reporting Excellent, Good, Fair or Poor on Temperament and Sales Aptitude. One salesman's ratings were:

Temperament

- 1. Sincerity-E
- 2. Enthusiasm—G plus
- 3. Thoroughness—G
- 4. Energy—G plus
- 5. Accommodation—G plus
- 6. Manners—E
- 7. Neatness-E
- 8. Likes people—E plus
- 9. Responsibility—E plus
- 10. Diplomacy—G plus
- 11. Self-confidence—F

Sales Aptitude

- 1. Dealer approach—G plus
- 2. Interest in dealer-E plus
- 3. Cooperation from dealer-E
- 4. Cooperation with company policies—E.
- 5. Cooperation with route manager—E
- 6. Interest in job-E
- 7. Ability to handle sales tickets
- 8. To handle money and check in
- 9. To keep route records—G plus
- Understanding of merchandising reports and their value—E
- 11. Does he work fast? Medium (X)? Slow?

Comments: "Tom is a very consistent and conscientious worker, never needs individual prodding or jacking up, does a consistent allaround merchandising job, which is proven by his sales accomplishments, is high in each department of the sales ability chart."

Salesman's Self-Appraisal and Plans for Improvement: After the route manager has ridden with him, the salesman is given a form to fill out and report along these lines. Men who have been outstanding as salesmen for Coca-Cola have had the following qualities to more than an average degree:

1. Sincerity

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- 2. Enthusiasm
- 3. Thoroughness
- 4. Energy
- 5. Accommodation
- 6. Good manners
- 7. Personal neatness
- 8. Liking for people
- 9. Acceptance of responsibility
- 10. Diplomacy
- 11. Self-confidence

A good salesman must:

1. Be able to make a good approach.

- 2. Be interested in his dealers.
- 3. Be able to get their cooperation.
- 4. Be interested in his job.
- 5. Be willing to cooperate with the policies of the company.
 - 6. Cooperate with his managers.
- 7. Be able to handle route records and sales tickets.
- 8. Be able to handle merchandise, money and equipment entrusted to his care by the company.
- 9. Understand the value of merchandising, and the reporting of merchandising records to build up permanent dealer files.

What Are Your Plans for Future Improvement of Route? "I will consistently check my dealers' coolers to make sure there is sufficient stock under the lid, and cooperate in making mass displays. I will more effectively merchandise my dealers' displays by keeping them clean, well dusted, and by using sign cards. I will obtain bottle displays, particularly in cafes, bars and similar places. I will continue to increase my inside advertising showings."

What Are Your Plans for Future Improvement of Salesmanship? "I will continue to learn and use the names of my dealers and their employes. I will prepare my sales stories in advance, as far as possible, to more effectively help my dealers. I will try to make a daily habit of using dealer profit data in conjunction with my sales stories, so that I can better sell my dealers on the profit of Coca-Cola."

Salesman's Progress Report: Made by route manager about one month after first tour, covering two points:

- 1. Improvement on Route: Outside advertising now in good condition. Inside advertising improved. Coca-Cola is much better displayed, outstanding in most locations. Reserve stocks have been increased—are ample in most locations. Some improvement could be made in carton displays. Twelve new outlets have been added.
- 2. Improvement in Salesman: Tom is on a much friendlier basis with his dealers, more relaxed, has won their confidence. He has improved his use of names, will be 100% when he learns names of a few employes. Dealers trust him to be the stockman. In most outlets he just puts in what new stock he thinks is necessary.

The Largest-Selling mass men's magazine

is the LEGION MAGAZINE

ABC Net Paid Circulation (Period ending December 31, 1948)

° 3,031,838

Is "mass magazine" space getting too costly for your men's product budget?

LOOK AT THESE FACTS

- 1. More men read each 100 copies of the American Legion Magazine than any other "mass magazine," says Starch.
- 2. The American Legion Magazine costs only \$1.90 per 1,000—less than any other mass magazine for men.



If these facts intrigue you, drop a "collect" wire for full details to:

Mr. Fred Maguire, Adv. Dir. American Legion Magazine 1 Park Avenue New York City





MERCHANDISING THE ADVERTISING: It's a basic part of the "Sales Builder Ad-Kit" issued to dealers by American Structural Products Co. for its Insulux (Owens-Illinois) glass blocks.

Manufacturers' Sales Kits: They Spark Point-of-Sales Ideas

BY JAMES C. CUMMING*
Vice-President, John A. Cairns & Co., Inc.

Large and small stores find them rich sources of sales aids. They merchandise national advertising and take advantage of retailers' own promotional talents. Mr. Cumming dissects some kits in the department store and food fields.

Since the shift to a buyers' market, manufacturers have revived the Promotional Kit with a vengeance. They have done this because, as pointed out in previous articles in this series, the Kit offers the store the manufacturer's promotional thinking organized to correspond with retail lines of authority.

Many manufacturers had developed Promotional Kits to the point of being a fine art in the decade before the war. Arthur Beir & Co. created some excellent ones that produced substantial volume on ABC Safe-T-Tone percales with every retail backto-school promotion. A. Hollander & Sons prepared thorough-going Kits to help retailers organize their August fur sales.

The Kits that are currently in use are a natural evolution of these pioneering projects. They differ from them chiefly in these ways:

1. They usually rest upon a foundation of national advertising. Since more and more manufacturers who sell through department stores have discovered the power of national advertising, their Promotional Kits have grown to be merchandising extensions of their advertising.

- 2. They take advantage of more of the retailer's avenues of promotional activity. Radio platters or scripts are usually included, television films are often offered and sales personnel education is never neglected.
- 3. They make use of modern research techniques to eliminate any possible guesswork. Advance testing of Kits was unheard-of 10 years ago; it is beginning to be done today.

Now let's get down to specific Promotional Kits that manufacturers have used successfully within the past year:

In the Spring of 1948 Teen-Timers, Inc., makers of teen-age

^{*} See "The Promotional Sales Kit: What It Is, How to Use It," SM, March 15, 1948, page 44; and "How Magazines Organize Promotional Kits for Dealers," SM, April 1, 1948, page 58.



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FULLY SELF-CONTAINED



Everything's under control in "Test Town, U.S.A." The South Bend market is self-contained, self-defined, self-controlled. The people who live here, buy here — not elsewhere. They are guided by one newspaper — and only one — The South Bend Tribune. Tests in "Test Town, U.S.A." produce decisive, accurate, reliable results. Want the whole story? Write for free market data book entitled "Test Town, U.S.A."





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STORY, BROOKS & FINLEY, INC. . NATIONAL REPRESENTATIVES

dresses, organized a promotion based on the theme, "Swing into Spring with Teen-Timers!" It was promoted in national advertising in Seventeen and Calling All Girls, and participating retailers were given Kits to help them get maximum volume from the promotion. Each Kit contained:

1. An introductory letter from Teen-Timers' publicity director.

2. A bulletin describing five ways to develop a good teen-age mailing list.

3. A four-page folder of window display suggestions, using radio phonographs and records as props.

4. Ready-to-use layouts for stores to use as foundations for their own advertising. Typical copy provided with the layouts:

"Swing Into Spring" with a Bright New Look! Keep "Best Dressed" with Teen-Timers exciting "Grand mother's Album" inspired Originals! Swing 'n Sway skirts—Harmony stripes — Romantic cameo necklines!—And light fantastic prices!

Stores were asked to request additional copy.

5. Reproduction copy of the "Swing into Spring" slug, ready for

the store to send to the engraver for use in its advertising.

6. "A New Look for Your Teen-Timer Department," a bulletin of suggestions for interior display in the department where the promotion would take place.

7. "Teen-Timer Display Decoration Service," a bulletin of interior display and window display material, which stores could order at cost direct from the display house that produced them.

8. Mats or glossy prints of each Teen-Timer Dress in the promotion. These, also, were available on request.

9. Mats of complete newspaper advertisements of Teen-Timers for store use.

10. A bulletin of information on sales personnel training that would be necessary before the start of the promotion.

11. "Fashion Show Topics," a bulletin of nine ideas for setting up attractive "Swing Into Spring" fashion shows.

12. A plan for organizing a fashion board in the Teen Department. This bulletin told how to pick the board from high school and junior high students, and what activities to stage to make the board an active,

business-producing part of the department.

13. A publicity release to be sent by the store to its local newspapers.

14. Two 30-second and two 60-second radio commercials.

15. A guide to help the store produce a successful Teen-Timer Fashion Show. This bulletin covered such subjects as the name of the show, selection of the models, location of the show, selection of clothes and fittings, and publicity co-ordination.

16. Reproductions of national advertisements, with the suggestion that the store order blow-ups.

17. A bulletin on the lighted Teen-Timer identification sign.

18. A promotional order blank, listing all supporting material that was available from Teen-Timers, together with the price, if any.

See what we mean about taking advantage of more of the retailer's avenues of promotional activity?

Not quite so complete, but resting on an equally solid foundation of national advertising, was the Spring, 1949, Kit of promotional material on Ameritex Tintype Cottons. Both the Ameritex Co. and the Cranston Print Works Co. advertised Tintype Fabrics in four-color facing pages in the March issue of Good Housekeeping. Ameritex also advertised them in a color page in Life. The Kit that equipped the stores with the tools they needed for staging this promotion included these units:

- 1. A two-page bulletin to the retail merchandise manager, describing the promotion and suggesting how to organize it.
 - 2. A radio script.
 - 3. A suggested window display.
- 4. A newspaper mat, complete and ready for use.
- 5. Mounted reprints of the Life and Good Housekeeping advertisements.

Although it was limited to one store in a city, more than 700 stores participated in the Ameritex Tintype Promotion and used the Kits.

Another recent Kit that was particularly outstanding was prepared by Stonecutter Mills, Inc., in connection with its promotion of the "Look-Ahead-Look" in the January Mademoiselle. The promotion was fea-



HOW TO USE AMANA'S SALES KIT: Follow through to the point-of-sale characterizes plans of the Amana Society's kit prepared by Better Homes and Gardens on a fee basis.

tured in the magazine not only in a full-page advertisement by Stone-cutter, but also in full pages by manufacturers using Stonecutter Fabrics. These included Susan Thomas blouses, Michael Barrie two-piecers, Raymond hostess gowns, Babs Junior dresses, Jamison Classics,

Masket Bros. sportswear, Duchess Royal dresses, and David Crystal fashions.

The Kit itself included the customary bulletins to the advertising department, salespeople, display department, and all others who would participate in the promotion, plus photo-



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Your Best Buy in the UTICA-ROME AREA

WIBX

C. E. HOOPER-SHARE OF AUDIENCE-JANUARY-FEB. 1949

		STATION						
	WIBX	В	С	D	E	F	G	Н
Weekday morning Mon. thru Fri. 8.00 AM to 12 noon	44.3	21.6	11.0	12.7	3.3	3.7	0.8	1.0
Weekday afternoon Mon. thru Fri. 12 Noon to 6.00 PM	44.3	14.9	14.4	11.3	6.1	5.4	1.2	1.5
Evening Sunday thru Saturday 6.00 PM-10.30 PM	53.5	10.8	7.4	8.1	11.0	6.7	1.1	0.3

TOPS IN LISTENERS & SALES—Check the WIBX Record!

C. B. S.

UTICA, N. Y.

950 KC



RESEARCH: Dan River Mills applied copy research to the job of producing a kit dealers would use and profit by.

graphs, layouts and display material. Results? Retailers paid for 101,000 lines of advertising, using the Kit photographs on artwork, copy and theme in all cases, layouts in most.

As an example of modern research techniques applied to Promotional Kits, we'll mention the 1949 Kit on Dan River Sheets. Its foundation is national advertising with a "flower fresh" theme, appearing in The American Home, McCall's, Ladies' Home Journal, and Woman's Home Companion. To help Dan River retailers put this theme to work, a Kit was planned containing the following elements:

1. Copy and layout suggestions,

picking up the flower idea and adapting it for use at the retail level.

2. Glossy prints of photographs of illustrations and sheet boxes for use in illustrating the retail advertising.

3. Selling Facts on Dan River Sheets for salespeople and advertising copy-writers.

4. Suggestions for counter displays and window displays.

5. Announcement of a contest for the best window on Dan River Sheets.

Before this Kit was prepared in final form, it was submitted for checking to a panel of representative retail sales promotion executives. Half of the panel members came from large stores with volumes over \$10,000,000,

and half from small stores with annual sales below that figure.

Suggestions that came from the panel members proved invaluable in changing details in the Kit to give it maximum effectiveness, although the basic categories remained the same. Anyone concerned with Promotional Kits will be keenly interested in the answers to the first question asked in making this panel survey.

Is It Practical?

That question was, "In your opinion, is the Promotional Kit prepared by manufacturers practical from a retail point of view?"

The question was put to 12 stores, and here's the way the answers came in:

Is it practical for large stores? Five large stores said the Kit was practical for large stores; 3 small stores said the Kit was practical for large stores; 1 large said said it was practical for "ideas" only; 3 small stores said the Kit was not practical for large stores.

Is it practical for small stores? Four small stores said the Kit was practical for small stores; 4 large stores said the Kit was practical for small stores; 1 small store said it was practical for small stores; 1 small store said it was not practical for small stores; 2 large stores did not answer for small stores.

Several stores said that large stores prefer to develop their own ideas but welcome suggestions.

However, the use of Promotional Kits isn't limited to department stores—and it may be that those of us who are closest to the dry goods end of the subject could learn a lot from the Kits used in the food field.

General Mills, Inc., for example, prepared a Kit for the promotion of Sweetheart Cake, which contained the following units:

10 one-piece, heart-shaped molds. 100 liners cut to fit molds.

1 full-color display piece that holds ake.

2 large full-color posters.

50 red doilies, heart-shaped, greaseproof.

200 inserts for package stuffers or mailing pieces.

I merchandising booklet that includes formula, window displays, sales talks, radio spots, etc.

1 proof sheet of 3 newspaper advertisements available in mat form.

Did General Mills give this Kit to bakers, the way manufacturers give their Kits to department stores? We should say they didn't. They sold the Kit for \$2 each!





Here's How Kansans Read Kansas Farmer

From cover to cover—editorials—features—advertisements—the October 2 issue of Kansas Farmer has been examined as Study No. 8 in the "Continuing Study of Farm Publications." The compiled results are a basic sales and advertising guide to executives interested in the reading habits of Kansas farm families, and an authenticated confirmation of an 80-year-old editorial program.

The survey conducted by the Advertising Research Foundation under the sponsorship of the American Association of Advertising Agencies and the Association of National Advertisers answers many of the questions about what Kansans like to read. It also emphasizes what the other seven studies have established—that farm papers com-

mand an extensive, interested, responsive audience.

Every display advertisement and every editorial item in one issue of Kansas Farmer has its individual readership score. Also established is the size, education and age characteristics of Kansas farm families, what they do, what they raise, how they live.

From this study, Kansas Farmer unquestionably delivers rich readership and a reader loyalty that means much in gaining product acceptance. Write for a complete 72-page report of this Study No. 8 in the Continuing Study of Farm Paper Readership.

KANSAS FARMER 912 Kansas Ave. TOPEKA, KANSAS

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OUTDOOR THEATRES, like Red Rocks near Denver, Colo., and cooling towers, such as the one below, show the excellent weathering properties of redwood.

Selective Selling Is Key To Better Markets for Redwood

Based on an interview by Elsa Gidlow with

PHILIP T. FARNSWORTH • Promotion Manager, California Redwood Association

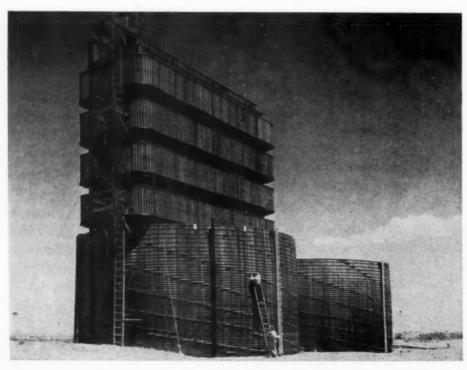
The public's love for California's ancient redwood trees limits cutting and forces lumbermen to locate markets which can make the maximum use of redwood's special qualities.

How does an industry stay in business, continue to grow and increase its profits, when its raw material is limited and its annual production must remain practically unchanged?

This was a problem that had to be

solved by the California redwood industry if it did not want to "cut out and get out." Redwood lumber companies began to ponder the question early in the present century and they have applied the answer with cumulative advantage during the past three decades.

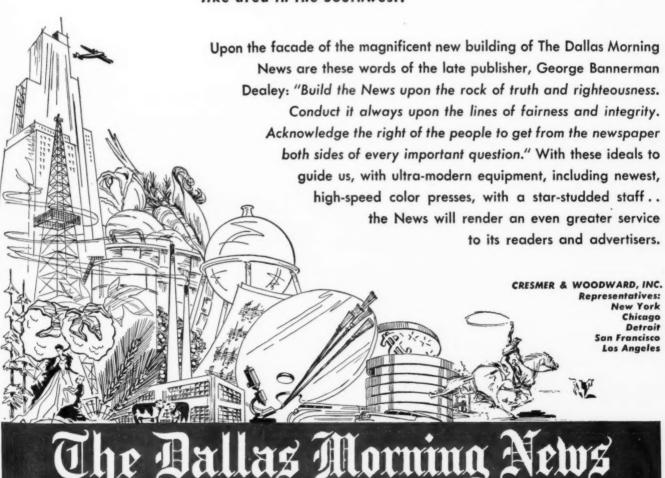
The solution turned out to be a





FABULOUS DALLAS MARKET

* That great Northeast Texas area where more people make more money and spend more for more things..than in any like area in the Southwest.



RADIO STATIONS: WFAA and WFAA-FM

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combination of unusually keen market research and selling. The implement for the program was the California Redwood Association.

In 1916, when the Association was incorporated with headquarters in San Francisco, redwood was used almost entirely in that most mercurial field, home building, and it suffered from the same instability. Simple promotion couldn't help because redwood mill operators were already beginning to realize that they were producing about as much as forests could afford. Even if they had not been concerned

with perpetuating their industry indefinitely, they still had to face the problem of public relations: Californians—and a lot of other people are sentimental about the giant trees that link us with pre-history and give a cathedral beauty to California's recreational grounds.

After determining the limits of their production for the years to come, the industry (1) analyzed the product and listed its advantages; (2) conducted researches into new and more profitable uses for it; (3) launched a selling campaign to ac-

quaint potential users with the virtues and possible applications of redwood.

The Redwood Association's promotion head, Philip T. Farnsworth, sums up the organization's activity as "calls."

"Calls on redwood users gathered information on which to base recommendations for grade and specification. Calls on lumber dealers sought methods by which sales could be increased."

"Calls on architects and engineers put redwood into master specification lists. Calls on industrial plants found new uses for redwood. Calls by mail—advertising—told the story of redwood to millions of Americans, to gain acceptance of the product in their homes."

Basic Facts

Just what did the industry have to sell? Research brought out these facts:

The heartwood of redwood is almost in a class by itself in resistance to decay. Only two other woods equal it, southern red cypress and western red cedar. This suggested redwood's use where decay must be combated: for coding towers; tanks for storage of a wide variety of solutions; sewage disposal units; roofs for mills where high operating humidities prevail; construction units subjected to wet and dry conditions; posts and sills.

Redwood has dimensional stability. This means that it does not shrink after seasoning and can be subjected to greater changes from wet to dry and back again without alteration. Redwood has the lowest volumetric shrinkage of any commercial American wood.

Redwood has remarkable gluing properties. It is unique among woods in that its heartwood and sapwood have equally desirable gluing characteristics and "glue easily with different glues under a wide range of gluing conditions," according to the United States Forest Products Laboratory.

Redwood holds paint longer than most woods. Any number of industries found this an advantage. Strength with lightness is another of its properties. This suggested redwood's value in bridge construction, laminated decking, retaining walls, tunnel timbers, grandstands.

Redwood's resistance to chemical action was recognized as making it suitable for storage tanks in wineries, breweries, and distilleries, in food production plants, textile and paper mills, tanneries, soap and chemical plants, in the petroleum industry, and



MOVIE-MITE pioneered the idea that complicated, expensive equipment is superfluous and unnecessary for finest 16mm projection outside an auditorium. The modern MOVIE-MITE, for SOUND or SILENT 16mm films, features light weight, compactness, simplicity, efficiency and economy with marvelous results.

MOVIE-MITE, complete with speaker, weighs only 26 lbs. Universal A.C. or D.C., 105-120 volt operation.

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16mm Projector for Sound or Silent Films

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AT THE CHECK-OUT STAND-

The Pittsburgh Press

IS No.1 BY FAR

IN GROCERY

ADVERTISING



The Press continues its traditional leadership in grocery advertising by publishing more general grocery linage than the other two Pittsburgh newspapers combined. The Press also is the first Pittsburgh newspaper to carry, in one year, more than a million lines of general grocery advertising in daily editions alone.

The grocery business is another field where the impact of advertising shows up in immediate sales . . . and where The Press is the Pittsburgh favorite of alert advertisers.

Last year The Press had double the increase of any other Pittsburgh newspaper in the general grocery classification... published 1,426,829 lines... which

amounted to 56% of the 3-newspaper total.

THE PRESS

Post-Gazette

Sun-Telegraph

In every major linage classification The Press last year increased the margin of its leadership. The greatest increases were in classifications where results are directly traceable.

Linage

1,426,829

819.387

302,839

*This Week and American Weekly linage deducted.

% of 3-paper

Total

32.1

Gain

197,990

89,185

23,552

If you would like to know what linage figures show about the comparative strength of Pittsburgh newspapers in *your* part of the rich Pittsburgh market, call your Press Representative. All Scripps-Howard Representatives are Press Representatives.

REPRESENTED BY the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

In Pittsburgh — In City Circulation — In Classified Advertising — In Retail Advertising—In General Advertising—In Total Advertising



send for FREE book

It is packed full of new ideas on public relations, sales training, personnel management — and other important problems. It tells you how easy, how profitable it can be to use 16mm. sound movies in your own business. It is a practical book. It tells how the most dramatic business aid in years has been used by major concerns all over the nation. Write today for



New Ampro "Compact" 16mm. Sound Projector

Helps motion pictures produce better results. For here is a complete 16mm. sound projection unit—projector, amplifier, speaker, film—all in one portable case. Projector swings up into operating position in a few seconds. Sturdy, trouble-free, simple to operate, easy to service—and built at an economy price.

Write Today for circular giving specifications, prices and full details on the new Ampro "Compact."



AMPRO CORPORATION SM 449 2835 N. Western Ave., Chicago 18, III.

Please send me full details, specifications and price on the Ampro "Compact" 16mm. Sound Projector, also free booklet, "A Powerful Aid for Industry."

Name	***************************************
Address	***************************************
City	State

A General Precision Equipment Corporation Subsidiary

SHERMAN A. BISHOP the general manager of California Redwood Association which implements the market research and selling program that has brought stability to this industry.

for industrial sash and frames where industrial fumes and vapors might condense to work harm.

Resistance to fire was one reason, aside from its beauty, that redwood was used by the building industry. Absence of resins and gums in redwood makes it char rather than combust violently. The great San Francisco fire of 1906 was stopped, so say firemen of that city, by a row of redwood houses. A few years later when San Francisco was rebuilt, redwood mills had their peak production with 660 million board feet. Everyone wanted a redwood home.

Redwood imparts no flavor or odor to either liquids or solids stored in it. Food and liquor processors learned

to appreciate this fact.

These and other qualities were seen as adding up to a tremendous utility. Thorough market research resulted in the preparation of basic factual information about redwood and its applications which was then slanted to an increasing number of potential users.

The Data Book

In 1940 this factual information was organized into The Redwood Data Book, made available to Redwood Association field men and to all salesmen employed by the redwood mills that comprise its membership. At the present time, this membership accounts for approximately 75% of the industry's production.

The Data Book goes into the history (and pre-history) of redwood ... as tree and lumber; tells about forests and logging procedures; goes into manufacturing (mill procedures); describes in detail "The Product Itself"; then comes the big story on "Putting the Product to Use." This has sub-sections on all applications, such as:

Industrial Plants: from underground pipes to cooling towers, from



block flooring to mill roofs, from vats and tanks to refrigeration.

Under the title "In Heavy Structures" are details on the use of redwood for piers, decking, piling, bridges, culverts, underpasses, mine and tunnel timbering, stadium seating, and so on.

Then come "Special Uses" where the versatile redwood appears in packaging and display, in signs and poster advertising, in novelties, arts, workshops, crafts, in unusual commercial structures.

There is a section on "Accessories to the Use of the Product," broken down into "Hardware, Nails, Screws." "Paints."

"How the Product Is Marketed" comes next. Each member mill using the book inserts here its own selling instructions and data for its salesmen. Under the same head are listed the cooperative distributive organizations responsible for domestic and export sales promotion, also the associations serving the industry, and a check list of lumber publications.

The book closes with a section headed "The Product in Use," giving: historical examples of durability and testimonials; examples of current use together with statements from plant superintendents, architects, and other users of redwood. Illustrations have been used generously throughout.

The Redwood Association's files in their arrangement follow the make-up of the book and have the same reference numbers as indicated in its sections and pages. Field men and company sales representatives are supplied with cards on which they check the type of prospect seen (architect, home owner, contractor, industrial), his name and address, particular application of redwood with which he is concerned, and specific data required.

The Association follows up by sending out appropriate information.



THE ONLY PUBLICATION COVERING ALL TYPES OF FOUNTAIN OUTLETS

FOUNTAIN SERVICE

Established in 1902 as



Soda Fountain Magazine

386 Fourth Avenue, New York 16, N. Y.

MID-WESTERN OFFICE
333 North Michigan Avenue, Chicago I, Ill.

PACIFIC COAST REPRESENTATIVES THE RICHARD RAILTON CO. Monadnock Bldg., San Francisco 5, Cal. From there on a personalized correspondence may develop, or there may be closer contacts if there is an opportunity to bring about a new or an extended use of redwood. Individual mills, of course, follow up when there is a question of selling a certain kind of redwood for a specific use.

Association field men work with any present or potential users of redwood. Their task is to familiarize them with accepted uses of redwood; to show how to use it; to help anyone figure out how to make products of redwood; to look into new uses for it.

A new use for redwood was found during the war when the traditional deck material, Burma teakwood, was cut off and the Navy had to find a substitute. What came out of the challenge was something new in aircraft carrier decking. On one ship thin veneers of resin-impregnated and compressed basswood on cores of untreated redwood made a two-inchthick plank. On another, cottonwood took the place of the basswood, again with a redwood core, to make a three-

inch plank. Redwood was chosen for its light weight and dimensional stability in this new kind of plywood. W

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Association field men work with architects. They make available all of their information, from basic uses to methods of finishing. Considerable work is done with paint and finish manufacturers to develop finishes for redwood. At the Association's headquarters in San Francisco is an exhibit of dozens of panels, showing just about every available paint and finish, together with product name or number and the manufacturer's name. Here, architects, plant managers, industrialists, home owners, come to see for themselves what finish will give the best results for their redwood in a wide range of uses.

A manufacturer of luggage was having difficulty "sewing" his wood frames. An Association field man sold him on the strength, dimensional stability, ability to take and hold glue, and the lightness of redwood. He, now, together with many other luggage makers, are steady users of redwood—to form the frames which later are covered with leather or air-

plane cloth.

Technical Services

The Association does its selling job not only by working for wider uses for the product, but by solving problems to help to keep users sold. Technical services are available to any redwood user without charge.

Very little of the Association's work has been through advertising, mainly because of the peculiar nature of its selling problem. Its work has been through personal contact and personalized mail, aided by a motion picture, "California Giants in the Production of Redwood."

The Association hopes to do more with motion pictures and has one in production called "Sempevirens." This film, designed primarily for school use, will go out with a study sheet. While schools will comprise its largest audience, it will go also to architects and builders, luncheon clubs, lodges, and will be made available by every seller of lumber.

The latest means of spreading the story of redwood, and at the same time doing a public relations job for the industry, is an eight-page illustrated folder titled "Redwood News," brought out four times a year and mailed to anyone interested in redwood. The first issue came out in the Fall of 1948. It pictures and describes unusual jobs employing redwood; gives interesting facts about the industry, news and events of the industry. It folds into a long envelope.



Sales Managers . . . Ad Men . . . Sales Promotion Men . . .

VISI-KIT is one of the best sales presentation binders we have produced in nearly 40 years of specialization. Hinged TRANS-VUE pockets take photos, proofs, drawings, specs., display matter, back to back; deliver quick, clear, preplanned presentation. Visi-Kit NEVER fumbles, never forgets, never muffs the punch-line; ALWAYS tells complete, accurate, dramatic story the way YOU want it told. Sturdy, compact, dignified and . . . EASY to use. Quickly saves its cost in non-spoilage of sales material alone.

Send for Free Folder and Prices

Burkhardt

BURKHART Bldg., Larned and Second, Detroit 26

What has this steady and persistent research and selling job by the Association through its own men, to and through salesmen of member mills, accomplished for the industry?

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The first and greatest result is stability. The second is diversity of uses. The third is more profitable use of the product. All of which sums up to a fair return of profit to the mills.

Stable Market

To illustrate: Before the formation of the Association a building boom meant boom for the producers of redwood . . . and then bust for no one knew how long thereafter. It also meant that it was seasonal so long as redwood was tied mainly to home building. Redwood now enjoys one of the most stable markets of any wood, with demand in many different fields.

Originally, it had limited applications. It was a local industry, the product little known outside the area of production. Today, redwood has probably more different uses than any wood in the world.

With all the countless uses for redwood, the industry is producing only about the same footage as was cut in 1906. However, the uses to which that footage is put are more profitable. The redwood market is far less affected by lumber price ups and downs than any other wood. This has been emphasized by recent drops in lumber prices: In the upper and special grades, redwood remains untouched by that decline. Kenneth Smith, assistant to the president of The Pacific Lumber Co., was quoted recently in the San Francisco Exam-iner as saying: "I have been marking down prices on Douglas Fir for over four months, but so far have not changed one price on Redwood.'

Good Faith

What the industry has done through its joint program with the Association is to make for itself a permanent demand with a decent return. At the same time it has demonstrated to the public that loves redwood trees its good faith in the matter of conservation. For instance, it has worked, and continues to work, closely with the Save the Redwoods League, the State Forestry Department, and other organizations. In its publicity it has pointed out that cutting trees-as they should be cut-in redwood forests, need not destroy them, but actually promotes growth of the remaining trees by giving them more light and nourishment; that remaining trees produce a higher grade of lumber.

Stupendous!



BILLION DOLLAR SIOUXLAND MARKET

When we say "Stupendous" we are using the superlative advisedly --- for no other word really fits the Billion Dollar Siouxland Market. According to Sales Management's 1949 Survey of Buying Power, there are only 37 counties in the United States whose farm income for 1948 reached or exceeded 25 million dollars. Out of the 37 productive counties which can claim this distinction, 16 (SIXTEEN) of them are concentrated in Siouxland, the A.B.C. trading and market territory of Sioux City, Iowa. This concentration of wealth undoubtedly makes Siouxland the RICHEST farm region of its area in the world.



Designing to Sell



DE LUXE TYPEWRITER: The first gold typewriter produced by Royal Typewriter Co., Inc., is presented to General George C. Marshall. The sides and all the fittings are of brilliantly polished gold. The machine is being marketed as a gift item.



PLASTIC WINDSHIELD: The Harley-Davidson motorcycle's new safety windshield is fabricated from Vinylite rigid plastic sheet. It is resistant to oil and grease.

TELEVISION-RADIO-PHONOGRAPH CONSOLE: The new Crosley model, it is claimed, provides clear steady pictures on a 10-inch direct view tube. It offers complete FM and AM radio reception. Tuning controls are easy to operate. The record player is in a pull-out drawer.





OVEN-TYPE TOASTER: Landers, Frary & Clark's new Turn-Easy Toaster toasts two slices of bread, one side at a time. When handle is turned slices are automatically reversed.

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Readers' Service Can Furnish These Reprints

Send order with remittance to Readers'
Service Bureau, SALES MANAGEMENT
386 Fourth Ave., New York 16, N. Y. These
reprints may be ordered by number.

NEW REPRINTS

195-How to Keep a Sales Meeting from Falling Into a Coma. (Price 10c)

194—Direct vs. Jobber Distribution: An Appraisal of the Pros and Cons, by W. C. Dorr. (Price 35c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 25c)

191-Why Nine Out of Ten New Products Fail, by Peter Hilton. (Price 10c)

190—Your Biggest Sale: Management's "O. K." on the Sales Budget, by L. T. White. (Price 10c)

187—Shall We Display and Advertise Price? Public Says Emphatic "Yes!" (Price 10c)

185—How To Improve Your Ability in Public Speaking. (Price 10c)

183-A Primer for Selecting Colors with Sales Appeal. (Price 10c)

182—Eight Vital Factors in Point-of-Sale Promotion. (Price 25c)

181-Leadership: What Makes It? by Dr. James F. Bender. (Price 20c)

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 25c)

MANPOWER PROBLEMS

189—Hunch & Prejudice in Hiring; The Crux of Manpower Failures, by Robert N. McMurry. (Price 10c)

188-Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 20c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 50c) 153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising, by E. A. Gebhart. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130-How to Spot, Appraise and Spike

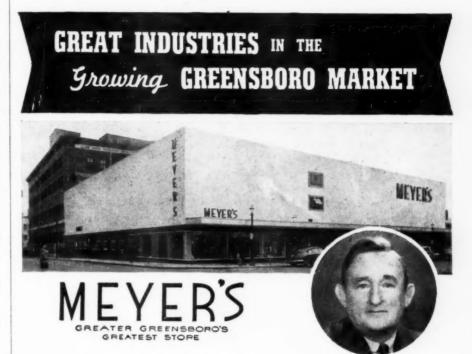
Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

SALESMANSHIP

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

170—How To Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)



Now with a new annex and the entire store redesigned, Meyer's has floor space equal to two blocks. From 20 people in 1904 to 500

J. T. Martin Pres. & Gen. Mgr.

today, with a sales volume increase of 400% in ten years, with charge accounts in 28 states and 6 foreign countries . . . Meyer's is the only store in North Carolina of the nation's largest department store operation, Allied Stores Corporation.

Meyer's and the Greensboro Market have grown together. In this prosperous 12 County ABC area, with ONE-FIFTH of the State's retail sales, the News and Record have better than 64% coverage.

*1948 Sales Management Figures,



All tied up by production delays?



When things go wrong on job schedules, the speed of Air Express lets you make closing dates with time to spare. And when you use Air Express as the standard shipping method (as many printers, agencies and electrotypers do), there's more time to do a better job.

Air Express is the world's fastest shipping service. That's because shipments go by Scheduled Airline. They keep moving 'round the clock. Speedy door-to-door service, too—at no extra cost.

FACTS on low Air Express rates

Presentation (16 lbs.) goes 900 miles for \$4.46. Dealer displays (6 lbs.) go 600 miles for \$1.67. (Same day delivery in many cases if you ship early).

Only Air Express gives you all these advantages: Special pick-up and delivery at no extra cost. You get a receipt for every shipment and delivery is proved by signature of consignee. One-carrier responsibility. Assured protection, too—valuation coverage up to \$50 without extra charge. Practically no limitation on size or weight. For fast shipping action, phone Air Express Division, Railway Express Agency. And specify "Air Express delivery" on orders.



AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE SCHEDULED AIRLINES OF THE U.S.

Oil Burner Salesman Loses Suit For Back Commissions

After a jury trial that lasted two months, a verdict was handed down in favor of the defendant in a case brought to collect commissions on unfilled orders taken in late 1945 and during 1946.

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The defendant was the Sioux City Oil Burner Corporation, the plaintiff a former salesman, J. A. Fox, who filed suit for \$146,000 he claimed was due him. The plaintiff had been with the firm for a period of about fifteen years, and during the early years of employment there was a written contract. This expired by its written terms on December 31, 1941, but the plaintiff claimed an informal extension of his employment by letters and oral communications.

On Commission Basis

The plaintiff salesman worked entirely on a commission basis and paid his own expenses, with commissions payable after the goods were shipped and the company had received payment from the purchasers.

During the 1945-46 sellers' market period the salesman obtained orders from jobbers and distributors in amounts greatly exceeding former purchases from these outlets, and in excess of the company's ability to produce within a reasonable period. The employment was terminated on July 1, 1947, the plaintiff claiming that he was discharged, and the defendant maintaining that commencement of the suit for commissions terminated the employment.

The plaintiff's claim was that on July 1, 1947 there was still about a million dollars worth of merchandise which had not been shipped on orders which he had secured about eighteen months previously, although he admitted having been paid for the heaters actually shipped. He entered a claim for \$96,000 for commissions due on these unfilled orders, and also claimed, in the alternative, the same amount of money due for the value of his services. In addition, he asked for \$50,000 for alleged breach of contract.

The defendant company claimed that the jobbers and distributors refused to accept the merchandise called for on the unfilled orders, that the orders were not binding and effective, and had been cancelled so far as the undelivered portions were concerned.

The trial was the longest ever held in the court at Orange City, Iowa.

Advertising Must Don Work Clothes, A. N. A. Members Agree at Confab

The buyers' market is putting advertising back at the pick and shovel job of producing sales. Members of the Association of National Advertisers will check how well ads do their job by using more market and media research.

A triple-threat offensive for tackling the growing buyers' market was developed during the 40th Annual Spring Meeting held by the Association of National Advertisers-March 23, 24, 25-in Hot Springs, Va. More than 200 advertising executives, representatives of member companies, along with a number of top personnel from marketing, sales promotion, agency, consulting, and media fields, attended. They plotted the reversed distribution tides and ex-changed practice and theory notes on how to multiply sales dollars per advertising pence.

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Throughout the meetings the effect of this buyers' market on advertising plans was a very plain pike staff. The result was the development of the triple-threat attack that promises to raise advertising as a sales tool to a higher level of efficiency than it has ever known-certainly higher than

during the past decade.

More Careful Analyses

One trend of the new offensive will be far more careful analyses of media selected to carry campaigns. A very dim view will be taken of any waste circulation in any communications form, prestige appeal notwithstanding. The most valid media research information will be prerequisite to the inclusion of any individual medium on campaign schedules.

Dr. D. B. Lucas, of the Department of Marketing, School of Commerce, New York University, technical director of the Advertising Research Foundation, Inc., and consultant to Batten, Barton, Durstine & Osborn, Inc., averred that "too much advertising money is spent today on the basis of what the space and time salesmen want us to know without full regard in many cases to the needs of the advertiser." The answer: insistance by the advertiser upon more valid media research, both qualitatively and quantitatively. Dr. L. O. Brown, vice-president in

charge of media and research, Dancer-

Fitzgerald-Sample, Inc., projected Dr. Lucas' ideas. We have so much data on, and so much analysis of, media, said Dr. Brown, we must now place more emphasis on "synthesis." He enlarged upon his theme by explaining that, using the media research information that is available today, advertisers must "fit media to the basic market pattern" for their

Another trend will show up in the sharpening of advertising's own tools, copy techniques. Copy will be tested; coupons will be used extensively; new tricks will be superimposed on tried formulae. Campaigns will be frankly competitive and advertisements will be magnetized to pull sales dollars.

"Light Touch"

B. R. Donaldson, director of advertising, Ford Motor Co., showed how "The Lighter Touch Can Be Effective." He told the meeting that, at the end of the war, Ford had no car to sell, but they had an idea to sell: Ford preference. The period was also used for experiment and for testing. Today, however, Ford advertising is "sell" advertising, and Mr. Donaldson demonstrated how the "light touch" is implementing the campaign. He stated, "Every advertisement is competitive. If you weren't interested in getting business away from your competition you wouldn't be in business. Ford is very competitive.'

John Caples, vice-president, Batten, Barton, Durstine & Osborn, Inc., demonstrated copy testing in his presentation, "How to Test Advertisements." He led off saying, "You want your ad to create desire and to make a sale. . . . The success or failure of your entire advertising campaign may depend on finding the right advertising appeal or the right kind of illustrations. . . . And so you turn to copy testing.

Concluding his exposition of testing techniques, Mr. Caples said, "We are entering a buyers' market. Selling

is becoming more competitive. Therefore, in conclusion, I would like to emphasize these points:

1. Experience has shown that it is not safe to use guesswork in selecting advertising themes. You may guess

"2. Experience has shown that an effective advertising appeal can outsell an ineffective one by 100% or

"3. Since it is not safe to guess, and since the choice of an advertising appeal can make a big difference in sales, you should use scientific tests to guide you in preparing your forth-

coming advertising."
In his talk, "Put Your Whole First Team on the Field," Sydney H. Giellerup, partner, Marschalk and Pratt Co., urged advertisers to give their business paper campaigns "the

"That means treating it (business paper campaign) like general consumer advertising," said Mr. Giellerup. "It means the use of all the techniques applied there-and on a full scale. It means insisting that your agency assign its top men to the job. It means carrying on this pace for at least three years.

Admitting that this would cost considerably more than run-of-themill business paper advertising, he concluded, "Take a look at your trade, industrial and professional markets. What would it be worth to you to double your sales? Or even boost them 10%? Think about the opportunity and forget about the low cost of space."

Sales Power

Laughlin A. Campbell, manager of advertising and sales promotion, Mergenthaler Linotype Co., discussed sales power in industrial advertisements. Henry Metz, advertising manager, Addressograph-Multigraph Co., gave case histories demonstrating how to equip salesmen to do a better job under competitive conditions.

Finally, there was much evidence that company presidents, sales executives, and other top management will be kept better informed of, and therefore more thoroughly sold on, work in progress by the advertising departments. To hold and to increase advertising budgets, campaigns will be articulately related to companies' progress.

Wesley I. Nunn, advertising manager, Standard Oil Company of Indiana, underscored the advisability of keeping products in the public consciousness. He gave a Q. E. D. demonstration which paired old and forgotten brands, ads and trade-marks, which in their day were best sellers, with those of current dollar-winning products.

William A. Marstellar, manager, advertising and market research, Rockwell Manufacturing Co., Pittsburgh, Pa., and president of the National Industrial Advertisers Associational Industrial Advertisers Associations.

tion, discussed in full detail "How You Can Prove the Effectiveness of Your Industrial Advertising." Concerning the use of keyed inquiries, he said, "Believe me, we want inquiries." The results coming in every month are sent to the firm's executives so that they can see how the advertising is working. In most companies these reports go to the president or division manager, and to the sales manager—perhaps the Comptroller, Mr. Marstellar said.

Reflecting again the first trend mentioned in advertising's triplethreat attack on the buyers' market, surveying media, he said, "It will sharpen your thinking, help you spot the increasing number of phony, biased surveys being perpetrated by some of our business papers, and can be self-liquidating. A case in point: Last year we spent over \$3,000 on readership studies in the petroleum industry. Our findings on duplicated circulation will save about \$7,500 in space costs for us this year alone."

Mr. Marstellar concluded, "But most important of all, if you start trying to prove that every part of your advertising program is paying its way, you'll find that some—maybe much—isn't. It won't be your management that will tell you. You'll tell

yourself. We did.'

An extra plus for successful advertising was explained by Stanley Harold Morgan, specialist in capital gains advertising. By pairing 42 companies on pictographic slides, Mr. Morgan proved that "the advertising dollar spent for indispensable product and prestige advertising can produce, in addition to income, long-term capital gains without further cost to the enterprise. The tax advantage of long-term capital gains as against income, is, of course, of great importance both in the instance of the enterprise and its stockholders personally."



And in 1948 The Miami Herald was First again with 23,679 Local news stories...7,623 local pictures. -- and 10,980,852 lines of Classified Advertising

It's a time-tested axiom; -- to get results get their interest first. That's why, year in and year out, The Miami Herald takes the lead in publishing news and pictures of local events and personalities...items of sure-fire interest to local readers. Yes, local interest is the added ingredient that gives added impact to your sales message in The Miami Herald, -- First in circulation, in local, national, and classified linage, and first for results in South Florida's busy, thriving, year-round market.

File Solves Problem Of Industrial Sampling

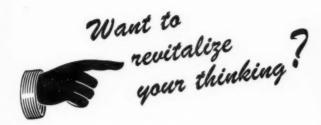
The problem: To provide prospects with samples of various kinds of metal sheets in a reference form handy to file in an ordinary filing cabinet. The American Nickeloid Co., Peru, Ill., solves it with a file-size folder it calls "Nickeloid Metal Sampler."

The sampler contains 1/2-inch "swatches" of 12 kinds of alloy sheet. Copy states: "The metal samples shown on the opposite page represent the finishes and some of the interesting pattern effects which we supply."

The face of the file folder carries this message: "Other material will be sent you from time to time describing new uses and new developments. Ask your secretary or file clerk to file all new material in this file. Then when you say 'the file on Nickeloid Metals, please,' she will hand you complete in one handy folder, a wealth of information on pre-finished metals."



MIAMI--An International Market



Be Sure You Go To BUFFALO for This Great Meeting

ALL FOR YOU ...

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> We're planning the finest, most thought-provoking N. I. A. A. Conference ever held. A wellrounded program offering the best in ideas, new acquaintanceships and recreation will make this a conference no Industrial Advertiser can afford to miss. The world is on the move, and if you're in the groove, you'll surely take action on this invitation!

REGISTER NOW . . .

\$34.50 covers all business sessions, luncheons, banquets. Send your check for \$34.50 today to Blaine Wiley, Executive Secretary, 1776 Broadway, New York 19, N. Y. Advance registration saves you \$5.00. If you plan to bring your wife - and our Ladies Program makes this a swell idea-add the \$17.50 ladies' registration to your check.

FOR HOTEL ROOMS . . .

You'll save time and have the best choice of accommodations by reserving your room direct. Plenty of good hotels are convenient to Conference Headquarters.

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IN BUFFALO

NEW YORK



HEADOUARTERS

HOTEL STATLER

NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION

Media and Agency News



DISCUSSING "Newspaper Efficiency and the Food Advertiser," new A. A. N. R. presentation: (left to right) S. P. Mahoney, Burke, Kuipers & Mahoney, Inc.; J. J. Flanagen, McCann-Erickson, Inc.; H. J. Gediman, Hearst Advertising Service.

NEWSPAPERS

National advertisers' investment in newspaper space climbed to a new alltime high of \$389,261,000 in 1948, the Bureau of Advertising, American Newspaper Publishers Association, has just announced.

With the issuance of the new figure, it was explained by William G. Bell, the Bureau's director of research, newspapers and advertisers have, for the first time since 1944, a total expenditure figure based on actual space measurements of all national advertising carried by 908 daily (including Sunday) newspapers published in 664 cities—with a combined circulation of 46,151,000, or 88.3% of the total weekday circulation in the United States.

During the intervening years, 1945-1947 inclusive, Mr. Bell pointed out, figures on national newspaper advertising totals have been projections based on measurement of space in only a fraction of the total number of dailies in the country. However, he added, using the interim projections as a basis of comparison, 1948 becomes clearly the third successive year in which national advertisers' expenditures in newspaper space have established a new record.

Issuance of the new figure is made possible by the Bureau's resumption, after the three-year interval, of the statistical project which will culminate in the issuance to newspapers, advertisers and agencies of the annual

volume, "Expenditures of National Advertisers in Newspapers," now in preparation.

The grocery industry, which in many past years finished neck-and-neck with automotive as the number one investor in national newspaper space, ran far ahead of all other classifications to record a \$103,568,000 investment in 1948, up 142.7% from the comparable figure for 1941, the last "normal" year in which expenditures data were compiled.

Automotive advertisers came in the number two spot in 1948, with \$59,-396,000, up 75.3% over 1941. Alcoholic beverages ranked third with \$34,006,000, followed by toilet requisites with \$23,563,000.

Some 48 cities and 64 daily newspapers in the United States are now covered by Standard Market or Media Data forms, or both, as recommended by the American Association of Advertising Agencies, the Newspaper Advertising Executives Association and the Bureau of Advertising, American Newspaper Publishers Association.

In 31 newspaper cities, both the market and media forms have been published; while nine other cities are covered by market forms, and for an additional eight cities, media forms have been released.

The American Newspaper Adver-

tising Network has just issued a new study which involved three years of research and which answers the question, "How much attention can you expect with your national advertisements in newspapers?"

It is an analysis prepared especially for A. N. A. N. by Daniel Starch and Staff of the readership of 7,454 national advertisements that appeared in *The Boston Herald-Traveler*, the Chicago Tribune, the New York World-Telegram, and The Bulletin, Philadelphia, in '45, '46 and '47.

The study is based on interviews with 43,200 readers of the four papers, and on examination of one issue of each newspaper each month for three full years. The analysis is divided into 32 product classifications, and records the readership, by men and by women, of the advertisements in each size group within each classification.

MAGAZINES

The advertising rates of *Life* will be reduced 3% starting with its July 4, 1949, issue, it has been announced by Andrew Heiskell, publisher. The announced reduction in rates is without any change in *Life's* established circulation rate base of 5,200,000 and will affect all advertisers using *Life* during the second half of the year with an estimated saving to them of more than \$1,000,000.

"We believe," Mr. Heiskell states, "that increased selling effort plus price adjustments to a more valuable dollar and a more productive dollar are the two effective steps which can contribute today toward a stable economy tomorrow."





FAWCETT PUBLICATIONS, INC., appoints Gifford W. Plume (left) advertising manager of Fawcett Women's Group. He is succeeded by Clare E. Nelson (right) as advertising manager True, The Man's Magazine.

According to a study produced by Coronet's Market Research Department for its new slide film, "Today's Advertising Dollar," the amount of money spent on advertising has more than doubled during the past 10 years, the number of advertisers has gone up by 38.9%, the number of



How did <u>your</u> dealers answer these questions—and what should you be doing about it?

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- 1. What trade publications do you read regularly?
- 2. Do you pass on copies of these publications to sales people in your organization?
- 3. What percentage of your sales personnel read trade publications which are passed on to them?
- 4. How long do you save your copies of trade publications for reference?
- 5. Which features of trade or general publication advertising by manufacturers are most informative and helpful to you?
- 6. Do you usually tie in your own merchandising with manufacturers' consumer promotion campaigns?
- 7. What percentage of manufacturers' displays, printed matter, newspaper mats, etc., supplied to you are actually used?
- 8. What proportion of your customers ask for a specific brand when purchasing?
- 9. What proportion of your customers ask you for your recommendation?
- 10. What factors cause you to make a recommendation to a customer?
- 11. What proportion of your customers buy what you recommend?
- 12. What methods do you personally prefer to have manufacturers use in keeping you informed about their consumer advertising? Direct mail? Salesmen's visits? Trade paper advertising?

You'll find some surprising answers in Dun & Bradstreet's recent survey for ABP — mail the coupon today for your summary!

How your dealers think—and what they do—about the products and promotions you are trying to sell is more important than ever today, now that competition is back. And you may be surprised at some of the dealers' thinking—as reported in the recent survey which Dun & Bradstreet has just completed for ABP.

Purpose of the survey was to enable ABP's merchandising papers to render still better service to both readers and advertisers in their respective fields. No attempt was made to "slant" the survey, or to retouch any of its findings.

355 dealers were interviewed—appliance, hardware, drug, jewelry, home furnishings, office equipment, and grocery, to mention a few. Every geographical region of the country was covered.

For your convenience, ABP has summarized the findings of this survey. If you'll fill out the coupon below we'll be glad to send you a copy.



An association of 137 independently owned and operated business papers. Membership is confined to business papers entered under second class postage and audited by the Audit Bureau of Circulations. Members of ABP subscribe to a code of high editorial, advertising and circulation standards, and pledge themselves to deliver publications worthy of the subscriber's money and the advertiser's investment.

	SOCIATED BUSINESS PAPERS t 42nd Street, New York 17, N. Y.
	nen: se send me your summary of the & Bradstreet dealer survey.
NAME	
COMPANY	
ADDRESS	
	STATE



HAROLD CLARK named to newly-created post of advertising manager, Dell Modern Group.

magazines has nearly doubled, and the number of color advertisements has increased almost six times.

In 1939, the film shows, advertisers spent \$1.7 billion in all media. In 1948 they spent \$3.9 billion. The number of advertised brands has jumped from 9,000 in 1939 to some 12,500 in 1948.

The number of magazines of all types has risen from 4,985 in 1939 to 7,346 in 1948 and magazine circulation has gone from 96,000,000 to 167,000,000 in the same period, the presentation shows. At the same time, the number of readers per copy has declined. The presentation cites one magazine whose circulation increased by nearly 3,000,000 for the period whereas its number of readers per copy declined from 9 to 5.3.

The number of color advertisements in magazines, the study shows, went from 4,180 in 1939 to a total of 24,910 in 1948. At the same time, Starch ratings of those color advertisements declined.

John P. Cunningham has been appointed manager of the New York advertising sales staff of Newsweek. . . . Ralph P. Campbell has been named advertising manager of Sports Illustrated, Dell Publishing Co., Inc. . . . Robert Reiff is now manager of the West Coast advertising office of Street & Smith Publications, Inc. He will supervise Pacific Coast advertising for Mademoiselle, Charm, Mademoiselle's Living, and Air Trails...Robert H. Berger has been transferred to the Los Angeles office of Hillman Periodicals, Inc., as West Coast advertising manager. . . . Robert B. Hill now heads the marketing division of Farm Journal and Pathfinder News Magazine in the Middle West. . . . Walter E. Barber Associates is named eastern advertising representative for American Poultry Journal and Dakota Farmer.

RADIO

Broadcast Measurement Bureau's Board Research Committee has approved publication of figures showing "Composition of Total Weekly Audience" as well as Total Weekly Audience figures in BMB Study No. 2. The Committee based its decision on tests previously made covering 28 cities, supplemented by examination of a representative cross-section of ballots already returned in the course of the second study.



WILLIAM R. McANDREW appointed general manager of NBC's Washington, D. C., stations, WRC, WRC-FM, WNBW.

The 720 FM radio stations in the United States now serve a potential audience of more than 100,000,000 persons. The FM Association has made public these figures for the first time; explaining the source is a newly-prepared map detailing existing nationwide FM markets and coverage. The map has been prepared by Everett L. Dillard, Washington, D. C., founder and president of the Continental FM network and general manager of WASH, Washington, and KOZY, Kansas City, Mo.

John Blair & Co. has been appointed exclusive national representative for KWFT, Wichita Falls, Tex., and KEPO, El Paso, Tex.

Dr. Kenneth H. Baker has been designated acting president of the Broadcast Measurement Bureau, Inc., succeeding Hugh Feltis, resigned, who is taking up his new post as general sales manager of radio station KING, Seattle, Wash.

KCBS are the new call letters of KQV, Columbia-owned station, San Francisco.

TELEVISION

The American Broadcasting Co. has purchased the site of the ABC Television Center, 7 West 66th Street, New York City. Purchase of the site, with construction, renovation and the purchase of television equipment, represents an investment of more than \$2,500,000. During the same week (March 25) 10,000 square feet in the ABC property were leased by the company to WORTV for that station's new television studios.

Four more television stations—KSL-TV, Salt Lake City, Utah; KMA-TV, Omaha, Neb.; WLAV-TV, Grand Rapids, Mich.; WKY-TV, Oklahoma City, Okla.—have arranged for affiliation with the American Broadcasting Co. Addition of these new stations brings the size of the ABC network to 32 stations, of which 21 are on the air.

The Crosley television station WLW-C, Columbus, O., has begun commercial operation. This is the



JUDGES for division of Seventh Annual Business Paper Advertising Competition which drew 561 entries: (left to right) H. A. Rowbotham, Belmont Iron Works; Martin Goldman, The Aitkin-Kynett Co. (chairman); John F. Arndt, John Falkner Arndt & Co., Inc.; Wallace Nyce, Electric Storage Battery Co., Philadelphia.



Some people would think life without Scotch hardly worth living. Others wouldn't give you two bits a barrel for it. But the meaningful difference lies in where each kind of person lives.

Statistically, more than half our national draught of Scotland's dew is drained by the people of just three states and the D. of C. —a mere one-fifth of U.S. population.

That's because tastes differ by locale—in whisky and whiskey, in soup and citrus fruits. Whatever you make or sell today, it's often these basic differences in people's tastes and habits that spell the difference between your good markets and your poor ones.

No medium can help you fit these variations with such precision as the daily newspaper. It matches the realities of your distribution and your sales potential, sells your products where they are wanted, saturates your good markets, lets you save important money by blanking out your poor ones. And it thrives or fails, like any business enterprise, on the fact that

All Business Is Local

Bureau of Advertising, American Newspaper Publishers Association, is in business to help you make your advertising more productive. Call or write us at 370 Lexington Ave., New York 17; 360 North Michigan Ave., Chicago 1, or 240 Montgomery St., San Francisco 4. Or ask for your copy of the newly revised booklet, "Services Available to Advertisers."

Sponsored by The Times-Picayune and New Orleans States in the interest of more effective advertising.

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ALLEN J. FAGANS elected vicepresident, advertising department director, Subscription House, Inc.

third link in the regional video network of the Crosley Broadcasting Corp., which includes WLW-T, Cincinnati, and WLW-D, Dayton, O. The three stations are linked by a microwave relay setup which permits interchange of programs.

Wayne Coy, chairman of the Federal Communications Commission, in a recent address before the Advertising Club of Baltimore, declared that present commercial channels assigned to television will not be rescinded and that the question of obsolescence of receivers, which has recently been raised, is merely a "tempest in a teapot."

Significant quotes from "A Television Progress Report" delivered at the 31st Annual Meeting of the American Association of Advertising Agencies, White Sulphur Springs, W. Va., April 6, 1949, by Peter Langhoff, director of research, Young & Rubicam, Inc., New York City:

"Last April we predicted 750,000 sets installed by the end of 1948. We reached 930,000—24% over the mark. We predicted 2,000,000 sets by the end of 1949. We now expect 2,750,000—37.5% over the target set a year ago. . . .

"Today we have 1,400,000 sets installed in the United States. That is more than five times the number we had a year ago, but less than one-tenth the number we may have five years from now. . . .

"About 16% of New York City and Philadelphia families own television sets. This saturation ratio will rise to about 25% by the end of the year. One in every four will be a TV home. The saturation ratio is growing in the other television areas and in some is rapidly approaching the New York level. . . .

"Last April we had 21 stations in 13 markets. Today we have 61 stations in 34 markets. Construction permits have been granted for an additional 60 stations, adding 32 markets. Presently operating stations provide service to about 40% of the population. From here on the coverage of the television umbrella will expand slowly since the biggest markets now have service and since many of the new stations will merely provide more service to these same areas. . . ."

Concerning costs: "We may hope that radio rates will be going down soon but we can be sure TV rates are going up. The three oldest stations in New York City reveal the trend. Average half-hour rates, including studio rehearsal time, have doubled in 15 months from \$815 on January 1, 1948, to \$1,575 on April 1, 1949. On the other hand, time values have

elected at the biennial elections held April 11, are: President, Robert D. Towne, vice-president of W. L. Towne Advertising; first vice-president, John G. Kasten, Kenyon & Eckhardt, Inc.; second vice-president, Harry W. Smith, Harry W. Smith, Inc.; secretary and treasurer, Sidney E. McCrum, advertising manager, Wickwire Spencer Steel Division.

Accounts: The Procter & Gamble Co. to The Biow Co., Inc., for the company's new permanent wave kit, Lilt, which is being sold in limited test markets. Newspaper and selective radio advertising will be used. . . . The Anaconda Copper Mining Co. to Kenyon & Eckhardt, Inc., for itself and all subsidiaries, including American Brass Co. and



CELEBRATING 10th anniversary of J. M. Hickerson, Inc.: (left to right) T. F. Conway, B. C. Deuschle, The Acme Shear Co.; T. Dosen, Better Homes and Gardens; P. DeGross, R. Navin, Good Housekeeping; W. Reichart, Today's Woman.

been greatly enhanced. Sets in the New York market have increased six-fold. The resultant cost per 1,000 sets has dropped from \$6.65 to \$2.95 in 15 months. While the rates for one-minute spots have risen from \$102 to \$240, the cost of a spot per 1,000 sets has dropped from 83c to 45c."

AGENCIES

All publishers of English-language dailies in the United States have been invited to enter issues of their papers for March 8 in the 19th Annual Exhibition of Newspaper Typography sponsored by N. W. Ayer & Son, Inc., Philadelphia. The F. Wayland Ayer Cup will be awarded the newspaper judged best in typography, presswork and make-up. Three certificates of award will be given in each of three classifications: papers of more than 50,000 circulation; papers of 10,000 to 50,000 circulation, papers of less than 10,000.

Officers of the Industrial Advertising Association of New York, Inc.,

Anaconda Wire and Cable Co. . . . The Sherwin-Williams Co. to Fuller & Smith & Ross, Inc. . . . Emerson Radio & Phonograph Corp. to Foote, Cone & Belding. . . . The Kaiser-Frazer Corp. to William H. Weintraub & Co., Inc., which will handle all media for the corporation. The Wall Street Journal to Bozell & Jacobs, Inc., for its Advertising Department.



C. RALPH BENNETT has become vice-president and a principal of Fred Gardner Co., Inc., N.Y.C.

GENERAL SALES MANAGER WANTED

... Top Flight Only!

One of the finest opportunities in the country awaits the executive who can fulfill the qualifications outlined below. Proven merit offers unusual possibilities for further advancement toward executive officer and company director status. He will report directly to the President of the Company. Basic compensation is sufficient to interest sales executives of the highest calibre and will be supplemented by liberal plus factors.

The Company, with headquarters in one of the large midwestern industrial cities, has enjoyed excellent financial stability every year since its founding nearly 25 years ago. Its line consists of exceptional quality customer specification soaps, creams, cosmetics, and washroom equipment for industrial employee use and is sold to industrial and automotive markets. New products now under development for other markets offer large future possibilities. The Company is now nationally advertised and enjoys a nation-wide acceptance second to none.

Replies must be entirely factual, thoroughly candid and completely detailed without generalities:

- 1. The man chosen for this important position must now be in full charge of his company's sales organization for at least 3 continuous years. He must have had at least 3 continuous years of experience as assistant sales manager before acquiring his present position.
- 2. He must be able to prove a record of specific successful performances.
- He must have had the actual experience in organizing an efficient national sales organization, intelligently training and directing it for maximum accomplishment.
- 4. He must be dynamic and original in his thinking and have had the experience in initiating ambitious sales programs which he has carried through by aggressive, competitive sales leadership.
- 5. He must have graduated from a college of recognized national reputation, preferably with a degree in engineering or chemistry, and be able to satisfactorily pass a required psychological evaluation test.
- He should be between 35 and 45 years of age, preferably married, in excellent health and of sound character.
- 7. He must give, in his first letter, his present connection with his list of duties, his record of employment for the past 15 years, current compensation, an ample resume of his personal history, factual proof in regard to the above paragraphs numbered 1, 2, 3 and 4 and the earliest date he could accept new employment. Enclose late photograph. If the requirements of this paragraph number 7 are not met, no consideration will be given to his letter.

All replies will be strictly confidential. Neither present employer nor references will be consulted without specific permission.

BOX 2598 — SALES MANAGEMENT

386 FOURTH AVENUE

NEW YORK 16, N. Y.

If you do not have the qualifications this position demands, you may be able to offer to a friend, who can meet the above specifications, the opportunity of a lifetime by showing him this advertisement.

D. L.

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Promote YOUR PRODUCTS AND SERVICES AUTOMATICALLY

2" x 2"
color
slides
are
magnified
upon the
large
ADmatic
cabinet
screen



ADMATIC automatically exhibits sharp, clear pictures or copy messages every six seconds even under bright over-head lights, Fool-proof, long life, sensibly priced. A "Natural" for point-of-sale prometion, Synchronized sound attachment available. Write for circular and price.

ADMATIC PROJECTOR COMPANY
111 West Jackson Blvd., Chicago 4, III.
ADMATIC OF CANADA, 69 York St., Taronta



Folks depend on teachers for most of the ideas and a lot of the hard work on *community* programs, as well as school activities. They respect teachers' opinions and suggestions . . . and what teachers say and do influences the entire community.

Get America's most influential market on your side. Ask Georgia C. Rawson, Manager, how State Teachers Magazines reach more teachers, get more readership for your product or industry story.

43 MAGAZINES - 752,000 SUBSCRIBERS

STATE TEACHERS MAGAZINES

307 N. MICHIGAN AVE., CHICAGO 1, ILL.

Tips

Another Film Directory: This one's a guide to U. S. Government Films for School and Industry-including 16 mm. motion pictures and 35 mm. filmstrips. They're classified by the department from which they're available, as well as by subject matter. The catalog lists and describes 1,964 films of the Government, comprising not only the training films of the U. S. Office of Education, but also films of twelve other Government agencies. Subjects range in interest from machine shop work. plastics, nursing, farm work, and supervision, to modern selling methods. Running time and price of each presentation is listed. All the visual aids in the catalog may be purchased from Castle Films Division of United World Films Inc. Write to the company at 542 So. Dearborn St., Chicago 5, Ill., or 1445 Park Ave., New York 29, N. Y., for a copy of the directory.

"So You're Going to the Hospital ... " -not as a patient, of course, but rather as a manufacturer seeking a new market for an old product, or an old market for a new product. If the hospital market is part of your selling target, you'll be interested in this new edition of a booklet compiled just for you. It outlines the classification of hospitals, hospital administration and operation, including purchasing, and contains a check-list of services designed to supplement sales efforts in the hospital market. Just a sampling of some of the isolated data the booklet offers: Hospitals feed 11/2 million patients and a million employes every day at a standard comparable to that of good hotels-and 60% of the feeding problem involves "room service." The raw food bill alone totals over 1/2 billion dollars a year. . . . There are 7½ million windows in hospitals, using 183 million square feet of glass, an even larger area of window shades and nearly as much drapery fabrics. . . . Hospitals have 3.2 million installed boiler horsepower and distribute steam and water through 208,000 miles of pipe. For a copy of the booklet, write to The Modern Hospital Publishing Co., Inc., 919 N. Michigan Ave., Chicago 11, Ill.

Spotlight on Dairy Products: Advertising agencies or sales executives handling dairy equipment and supply accounts, or manufacturers and jobbers in the dairy field, probably will be interested in the set of maps being made available by The Olsen Publishing Co. Called "Dairy Products Data," the folder of information includes eight individual data sheets on various aspects of the dairy industry: butter, cheese, evaporated milk, cottage cheese, milk, ice cream, sherbet production, and others. Each is presented with a graph, map, and statistical table. These data sheets

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cream, sherbet production, and others. Each is presented with a graph, map, and statistical table. These data sheets are provided upon request, in sets or individually. Address The Olsen Publishing Co., 1445 North Fifth St., Milwaukee 12, Wis. They publish Ice Cream Review, The Milk Dealer, National Butter and Cheese Journal, Dairy Industries Catalog.

"The Shoe Industry: A Review and Preview." As have many industries, the shoe industry has begun to realize the shift in consumer buying and the increased emphasis on buying in the volume grades. The problems which faced manufacturers and retailers of men's, women's and children's shoes during the war, and the ultimate readjustment in the postwar years, have been clearly presented in this booklet-reprinted from Boot and Shoe Recorder. Per capita consumption of shoes in the U.S. during the five years preceding the war reached an average of 3.15 pairs: in 1948, actual per capita consumption was about 2.98 pairs. An interesting development in the women's field has been the growth in sales importance of the "casual" type of shoe. This booklet includes tables on the production of shoes by major types, and the estimated per capita consumption of these shoes. There are interesting comparisons of dollar volume shoe production and disposable national income. For copies, write to A. B. Terhune, Advertising Manager, Boot and Shoe Recorder, 100 East 42 St., New York 17, N. Y. They're 20c a copy.

"Standard Market Data for Detroit." For information on Detroit as a retail trading area, including the usual statistics on population, home ownership, employment, education, retail and wholesale establishments, and manufacturing plants, write to The Detroit News for this folder. It was prepared in conformity with Standard Market and Newspaper Data Forms of the Bureau of Advertising, A.N.P.A. and the four A's.

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WANT THAT JOB?

Mail me your Experience Data to re-Style into a Job-Getting Resumé \$15. My clients coast to coast get jobs. Matilda Rogers

Matilda Rogers Job Resumé Specialist 240 W. 73 St., New York 23, N. Y.

WHY WONDER AND WORRY? BURRELLE'S PRESS CLIPPINGS GIVE YOU THE FACTS!

All the clippings about you, your company, your business, your competitors . . . from All newspapers and magazines in the nation. News items, advertisements, photos, editorials, signed columns . . . on any subject. National or local service, fast and accurate. Write today for full information.

BARCLAY 165 CHURCH ST.
7-5371 NEW YORK, N.Y.

WESTERN ELECTRIC



NEED A GIRL

in your office to do

- Advertising Production
- Stenography
- ✓ Typing

If you are in this position and your office is in New York—don't waste time. Write NOW to Box 2600, Sales Management, 386 Fourth Ave., N.Y.C.

SALES MANAGER

l4 years experience, not interrupted by war, advertising and selling goods through jobbers and direct; 38; college; employed; seeks lifetime opportunity with stable, dynamic company. Outstanding record. Write for photo and resume. Box 2599. Sales Management, 386 4th Ave., New York City.

MILWAUKEE

Industrial salesman or manufacturer's agent for Milwaukee and southern Wisconsin. Our product, a repeater, in some cases for years, used by industrial plants large and small. Some active accounts. Protection on all mail orders. Box 2579, Sales Management, 386 4th Ave., N.Y.C.

COMMENT

THE LIGHTS GO ON AGAIN

This news item from London put a lump into our throat:

"As night descended, red and blue electric bulbs in Piccadilly Circus began to proclaim the merits of Bovril, Britain's famed beef soup, while nearby an electrified version of Schweppe's tonic shot up a narrow spout to cascade over and drip into a cluster of twinkling electric stars."

Like millions of servicemen, we clutched our way through London's streets in the wartime blackout. So it came as a shock to learn that just now, after almost four years of peace, the reassuring twinkle and glare of advertising signs have just come back to the people of England.

A WORD ABOUT BUREAUCRATS

We'd like to direct your attention to the lead article in this issue. It's on page 37. The article is all about how to deal with Government, from cabinet officers down to the lowest rated civil service employe.

If you're an average business man, you've tossed a fair share of harsh words at the bureaucrats who've "never met a payroll, don't know anything about business, and furthermore, don't seem to care." We've said a few words ourselves.

That article on page 37 brings us up sharp. It makes us think how often businessmen, in their dealings with Government, forgot the most elementary part of salesmanship: To think in terms of the prospect's problems.

In selling pots and pans, machine tools, or a refrigerator we've trained ourselves to think in terms of customer benefits. But when we deal with Government (and that usually means Washington) we're trying to sell ideas, to persuade specific individuals to change laws or rules for our benefit. And it's at this point that we're most apt to forget to couch our arguments in the language of the buyer.

The Government, as this article refreshes our memory consists of people, and not endless rows of robots all saying "no, no, no." You don't deal with Government just as you don't deal with General Motors. You deal with specific individuals. They may be cabinet officers or Senators, or P-6's who match the nuts and bolts. As this article points out, the company president is not always the best salesman to deal with the P-6's. So you tailor your sales approach accordingly.

There are customer objections to be dealt with in Government just as in private industry. From training and practice we learn to anticipate and find answers for objections encountered in making sales to private business. It's just as necessary to seek out and prepare to meet objections from people whom we are trying to sell in government. The principle is the same, though the language may be different.

It's a rare commodity or service that can be sold on the

first call, or can be bought on the spot by one individual. It's a rare idea, too, that can be "sold" to the "Government" on a single call. How often have we told our sales story to several individuals in a private concern and figured the sale is made only to find it stalled behind some mysterious barrier? The same condition occurs in Government and is just as frustrating, but it needn't prove fatal to the sale.

All of this adds up to the fact that the same sales principles applied just as carefully to dealing with Government as with private industry will make the sale go faster and with the same sense of satisfaction of a sales job well done.

NEW PRODUCTS' BIRTH CONTROL

With more competitive selling you can expect a rash of suggestions from salesmen who want the product packed in pints instead of quarts, who want pink and yellow in addition to blue and green, who want to dress up Model X and strip down Model Y. The argument is always the same: "If we had the product in this price-unit or that style, we could get 'a lot' of business we can't get now."

Every demand of this kind, especially when it comes from a preferred buyer, or a substantial account, presents a temptation. Too often the company adds new overhead and expands its line without going deeply enough into the potential market for the new unit. In an overwhelmingly large proportion of these cases, a strict cost-accounting would show that short runs and "off" sizes would be in red ink.

A firm that gives way to such pressures from the sales force and the branch managers within a few years finds itself loaded with cats and dogs that are eating up a substantial share of the profit on the tested best sellers. Then there has to be a complete housecleaning to restore the balance sheet. The wiser policy, it would seem, would be to view each demand for an addition to the line with a codfish eye, then go to work on it with plenty of assistance from a trained sales cost accountant.

THOSE BIG FAT CARS

We're indebted to *Harper's Magazine* and to the article by Alfred H. Sinks in the April issue for this headline. Mr. Sinks has some harsh words to say about the bulging hoods, sloping backs and hidden innards of today's motor cars. He assigns the blame with this statement: "Increasingly for a generation our automobiles have been designed not by technical experts but by sales executives and advertising men intent upon producing a 'big package' which will solve their selling problems."

There's no doubt that Mr. Sinks has a point. America's sales executives not only have a hand in car design but in designs of thousands of other products. The reason is simple: Sales executives are closest to the public. They know that their factories can produce what the public wants to buy.

Mr. Sinks' article does, however, send up a little red warning flag. A flashy package is no substitute for the kind of product the public expects to find in it. Ma

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